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**BASAVESHWARA AND MAHATMA GANDHI: THOUGHTS ON EQUALITY****DR. KICHIDI CHANNAPPA****HEAD****DEPARTMENT OF POLITICAL SCIENCE****S.U.B.N THEOSOPHICAL WOMEN'S COLLEGE****HOSAPETE****ABSTRACT**

*This study is a comparative study. It throws light on the problems of caste, sex and untouchability and ideology of Basaveshwara and Mahatma Gandhi to eradicate them. However, in the course of study the other aspects of their ideologies are also covered.*

**KEYWORDS**

basaveshwara, mahatma gandhi, thoughts on equality.

**INTRODUCTION**

The concept of Equality has both positive and negative phases. In Greek philosophy, we encounter two different traditions on the question of equality. Plato and Aristotle supported inequality. Plato visualized a society in which equally meritorious children are provided equal chance. Aristotle distinguished equal cases on the basis of Virtue. But Pericles, Sophists, Antiphons and Stoics were of the opinion that all men were equal according to law of nature. It was reiterated by the schoolmen of the Church who advocated the principle of the "Fatherhood of God and Brotherhood of man". Equality should not be used as a negative factor in the progress of human society. We compared to the class, sex, creed discrimination as a basis of inequality in the west, the causes for the exploitation of the Dalits in the Indian sub-continent were totally different and peculiar. The practice of Chaturvarna, i.e. the concept of dividing society into four Varnas, created the most inhuman practice of untouchability for centuries. The people belonging to the last rung of Indian hierarchical caste-ridden society were considered as untouchables and were treated like animals. This evil practice of untouchability and exploitation of the downtrodden were considered as a done thing in Indian society. Although a number of attempts were made by social reformers to eradicate untouchability. Basavanna and his fellow beings Shivasharanas were try to the eradication of inequality in the society. It appears from their Vachans(lyrics), the practice of Kayaka(work), Dasoha(inter-dining) and Anubhava mantapa (spiritual deliberative body). Under the leadership of Basavanna, the Shivasharanas were fought against the practice of untouchability. He advocated social justice and elevated the status of both men and women irrespective of birth, caste, creed, religion and occupation. Ultimately, Basavanna was a champion of the advocated Human Rights in the world. Gandhi is a father of the nation. He fought not only for the external independence but also internal independence of India. He is a religious person. He re-advocated the principles of Truth and Non-violence and adopting the great technique of Satyagraha to fight against all the ills and evils and try to eradicate the untouchability, exploitation, slavery, child marriage, caste, religion, sex and racial discrimination in Indian society. Discrimination against any class or caste leads to disappointment and resentment among them. Equality is an essential prerequisite for the survival of mankind. Therefore, there is essence of the sovereign state to enact the laws and declared the rights in order to maintain law and order, to constituted equality and freedom to protect one and all from all sort of exploitation and to regulate the ills and evils activities in society and nurturing humanity in the mind and soul of the people.

**IMPORTANCE OF THE STUDY**

In this age of degradation of human values, a study of humanism, especially exploitation of the downtrodden and the working class by the dominant class and caste is an urgent need. Therefore, in the light of the evils of discrimination on the basis of class, caste, colour and sex, the present society needs to be thoroughly revised and revitalized. We have been witnessing many crimes and atrocities committed in the name of caste, class and colour. Such crimes and atrocities have plunged the entire society into social chaos threatening the very basis of political stability and economic justice. In the context of such challenges and conditions, the study of great emancipators like Basavanna and Gandhi is all the more important and relevant. It might serve as the beacon to new generation born with prejudice. It also traces the development of thoughts regarding discrimination and aspects.

**STATEMENT OF THE PROBLEM**

The study, entitled "BASAVESHWARA AND MAHATMA GANDHI: THOUGHTS ON EQUALITY", is comparative in nature. It throws light on the problems of caste, sex and untouchability and attempts to eradicate them. However, in the course of study the other aspects of their ideologies are incidentally covered.

**OBJECTIVES OF THE STUDY**

The present topic has been taken for research with an intention to develop a critical and comparative approach on two great thinkers namely Basavanna and Gandhi.

1. The first objective is to subject the hypotheses to the test in the crucible of human reasoning and scientific theory. Normally the hypotheses are formulated in the light of a layman's beliefs and emotional complexities of the persons emotionally involved with the thinkers. The hypotheses, which need to be tested, may be enumerated as follows:  
Basavanna and Gandhi tried to equate *Chaturvarna* system with *Sudras* or untouchables of two different periods of India. No doubt the *Chaturvarna* system divides the society in more than one unequal division. But from the point-view of law, inheritance and internal mobility the class system seems to be more flexible than caste system of India. Whereas a number of proletariat could become members of the bourgeoisie in course of time was beyond human imagination in respect of *Chaturvarna System*. These subtle differences between class system and caste system treated by Basavanna and Gandhi as equivalent phenomena need to be tested.
2. This research work is examining the view of Basavanna and Gandhi with special reference to equality in thought and practice. Both have laid greater emphasis on discrimination as an essential feature of caste system. It aims at examining the degree and form of discrimination in the caste-ridden society as that of India.
3. The present research also aims at examining the relevance of their thoughts on equality in the present context. It is significant to note that the problem of discrimination in the form of untouchability in India is being eliminated through democratic and constitutional measures. This leads us to view the thoughts of Basavanna and Gandhi in the context of Medieval and Modern India. It is to be noted that emotionally modern India is not rid of untouchability. The similarities in the approach of Basavanna and Gandhi need to be examined in the background of different socio-cultural situations.
4. The study intends to find out the relationship between society and social justice followed by economic political aspect. At the same time, the study probes to trace out direct link between the great humanists and their great concern for social, economic and political changes of society.

**NATURE OF THE STUDY**

Since time immemorial, human beings have been victims of discrimination, exploitation, injustice, inequality and what not. Man is in dire need of values like justice, welfare, compassion, liberty, equality and fraternity. Such a need has been felt and realized through the birth of great human souls like Basavanna and Gandhi.



They spread the message of humanism accompanied by rationalism to put an end to the evil practice of exploitation or discrimination. The two great men were born with a mission to accomplish human welfare. They were predominantly great emancipators to do something concrete to humanity at large.

Abolition of untouchability through *Kayaka*, *Dasoha* and Truth and Non-violent movements in India may be cited as the best examples of the triumph of the exploited against the exploiting forces of the world.

A close perusal of the social, economic and political events which were globally prevalent during the 19th century, clearly indicate the trust in the movements on the class and caste struggles, the emancipation of the downtrodden, liberation of the exploited masses, attainment of people's freedom by several nations and the triumph of socialism, communism and humanism.

Although, the means adopted by Basavanna and Gandhi to eradicate the problem of exploitation were different, the ultimate goal of both the revolutionaries was same. Hence this comparative study.

## METHODOLOGY

Since the research method is explanatory, it tries to explain the correlation between the concern of these two selfless souls in establishing a casteless and classless society. A large historical or library approach has been adopted hereby. Here the method largely depends upon the secondary sources like the works on both Basavanna and Gandhi by other scholars. At the same time the primary sources, i.e. the original works of Basavanna and Gandhi, in term of their speeches and writings have been consulted.

## ANALYSIS AND DISCUSSION

We, as human beings, belong to the same species called "Homo sapiens". Generally speaking, we have by nature, the same attributes but compatibility is a must for a congenial ambience and this indispensable quality is the soul of any society. It lies in the fact that humans possess the common traits to the members of that species. Their inequality lies in their individual differences. As an introductory note, let us fathom the depths of the denotations and connotations of the term "Social Equality".

It is a social state in which all people in a particular society or an isolated group have the same status irrespective of their religion, caste, creed or faith. Basically social equality includes equal rights under the law, such as security, voting rights, freedom of speech and assembly, and the extent of property rights. However, it also includes accessibility to education, healthcare and other social requisites. Certain mental make up is also needed for equality. In a nutshell, the presence of equal opportunities and obligations is indeed significant. And for this sole reason the existence of a society is unimaginable. The term 'society' demands certain equalities and every human being is naturally given opportunities to be groomed so that he could keep himself with the requisite social norms.

Equality is a levelling process. The ideal of equality emphasises that men are politically equal, that all citizens are equally entitled to take part in political life, to exercise the franchise, to run and hold office. It is insisted that individuals should be treated equal before law, that when the general law confers rights or imposes duties, rights and duties shall extend to all; or conversely that they shall not confer special privilege on particular individuals or groups. Undoubtedly, it implies fundamentally a levelling process.

The concept of Equality has both positive and negative phases. The concept of equality implies that all human beings should be treated equally in respect of certain fundamental traits common to all like human nature, human worth and dignity, human personality and the like. Such equality has a 'positive value'. If equality is subscribed to by those who belong to the privileged section of the community and, for this reason, they seek to maintain the 'status quo' for the sake of their vested interests such a connotation has 'negative value' and it serves as a stumbling block causing retarded growth of humanity. Equality should not be used as a negative factor in the progress of human society.

In Greek philosophy, we encounter two different traditions on the question of equality. Plato and Aristotle supported inequality. Plato visualized a society in which equally meritorious children are provided equal chance. Aristotle distinguished equal cases on the basis of Virtue. Pericles, Sophists, Antiphons and Stoics were of the opinion that all men were equal according to law of nature. It was reiterated by the schoolmen of the Church who advocated the principle of the "Fatherhood of God and Brotherhood of man". But however the concept of equality has been assuming more and more negative value as the age has been advancing. In this sense, it may be taken to mean the denial of natural rights to helpless, innocent, ignorant and weaker sections of the society. Every society, be it civilized or uncivilized, cultured or uncultured or otherwise, is divided into stronger and weaker sections. Taking this aspect into consideration, the minority tends to dominate over the majority group. The minority always dominates over the majority because minority is united and has a greater sense of solidarity, whereas the majority is always divided and lacks solidarity and stability to sustain its unity. Consequently, the minority is always in a position to exploit the majority.

Several other factors contribute to the prevalence of social inequality or exploitation. Ancient Indian history provides us constant inequality in the "Chaturvarna System". According to the Chaturvarna doctrine, the Hindu society was divided into four main Varnas, namely, the 'Brahmins', the 'Kshatriyas', the 'Vaishyas', and the 'Sudras'. The Varna system which was prevalent during the Vedic period was mainly based on the division of labour and occupation. The caste system owes its origin to the Varna system. The present caste system can be said to be the degenerated form of the original Varna system. Varnas which were four in number and castes which are found in hundreds and thousands are not one and the same.

The Brahmins occupied the top place in the social hierarchy. Their duty was to read and teach the Vedic Literature and perform various sacrifices for themselves and for others. The Kshatriyas were primarily concerned with administration of the country, especially defence. As political power was the most important power, the Kshatriyas, often asserted their superiority to the Brahmins. To the Kshatriyas, the door of learning was always open. The Vaishyas were connected with the economic life of the country. They were responsible for production of wealth. The Vaishyas toiled the land and reared cattle, besides engaging in trade and commerce. Sometimes, they even became kings and warriors. The Sudras belonged to the most suppressed class. They were required to live outside the town. They were denied all the living opportunities. Mixing with them was not permitted to the three upper castes as they were untouchables. This section of society became the most suppressed and their lot was the hardest. The touch or even the sight of the Sudra was considered as an act of pollution. The view of 'Medhatithi' was that the dead bodies of Sudras, Vaisyas, Kshatriyas and Brahmanas must be carried out of the city by the South, West, North and East gates respectively.

The Sudras were organized according to their profession such as farmers, artisans, potters, gardeners, carpenters, goldsmiths, tailors, shepherds, stone-cutters etc. They considered themselves belonging to a particular sub-caste according to their profession. Among the Sudras, the Chandals were employed for the execution of criminals. They were required to wear the clothes of the dead and live outside the village. They were not to touch others. They were to wear distinctive signs while going about their business. They were totally ill-treated by all four 'Varnas'.

The practice of slavery in ancient civilization of India is another example for exploitation of the weaker section by the aristocrats. It was a common phenomenon in those helpless weaker sections of the society and criminals captured were made slaves. Slaves were exchanged, sold and purchased as like as commodities in the open. The problem of slavery is one of the darkest spots on the human civilization.

In a predominantly agricultural economy, there has been a tendency of exploiting the serfs and the small holding farmers by Feudal Lords. Feudalism in the medieval times was the source of large scale exploitation of serfdom. Collection of heavy revenue, multiplicity of taxes, tributes and presentations were meant for suppression. As a result of this the small farmers were hardly left with their agricultural production even required for their meagre maintenance.

Inequality based on gender discrimination has been an equally significant factor leading to exploitation of the female form by dominant the male form. Women in society suffered from inferior status. Married women were required to be devoted, obedient and faithful to their husbands. The widow was expected to live a life of strict celibacy and self-restraint. The rite of sati was practised. It is universally accepted that women in India had been denied the rights and freedom of participation in society until recently. Women did not enjoy enfranchisement in India till 1952. The fact that Fundamental Rights and special rights referred to them in the Constitution are gaining momentum all over India. They stand as an eloquent testimony to the prevalence of women's exploitation by men.

Inequality in the name of religion is no less noteworthy. The Brahmins or the priestly class exploited the ignorant people by propagating blind customs and superstitions. There is no religion in world which is totally free from exploitation. The innocent and ignorant people totally surrender themselves to the priests without ever questioning the rationale of the religious practices and beliefs. Religion was used and a tool to exploit the socially deprived class and casteism and untouchability were the off-shoot of this.

The 12th century witnessed great movement for the eradication of discrimination. *Shivasharanas* under the dynamic leadership of Basavanna pronounced and practiced equality among the fellow beings without discrimination. It appears that their experiences and resolutions have come out in the form of *Vachanas* of Basavanna and other *Shivasharanas*. They fought against the practice of untouchability. They advocated social justice, elevated the status of occupation, work or 'kayaka', treated women equal to men and respected them stating that the soul in human body is neither male nor female. They firmly believed in democratic principles of freedom of expression of thought to all, and so on.

Basavanna was a great humanist and a multifaceted personality. He was a great social reformer and a champion of the oppressed. In the words of Arthur Miles: "Whatever legends may say, Basavanna was the first free thinker of the World". He preached and practised the concept of universal man saying that a human being should not be discriminated either on the basis of birth or profession. He should be judged on the basis of good conduct and performance. He treated all human beings as equal, emphasizing dignity of life to every human being irrespective of power or position, caste or creed and country or occupation (*kayaka*). It should be the endeavour of all reasonable human beings to lead a dignified life supporting the dignity of life of others.

Veerashaivism, as advocated and practised by Basavanna, is a way of life based on virtues and human values of universal application. Principles of Veerashaivism, if practised sincerely, would lead to peace, prosperity and happiness in society. This way of life is not confined to any particular caste, creed and religion. Hence, it is aptly said that '*Veerashaiva Dharma*' (considered to be a way of life) is the '*Vishwa Dharama*' and the chief architect is Basavanna i.e. '*Vishwa Manava*'. Through his *Vachanas*, Basavanna gave a new dimension to the movement against untouchability. Although his way of life was not put into practice during his life time, they are now practised being in the 21<sup>st</sup> century.

French Revolution with the basic concepts of *Liberty*, *Equality* and *Fraternity* gave a new pace and dimension to liberate the discriminated and exploited masses from the clutches of exploiters. During 18th and 19th centuries, one finds the building-up of a slow but steady flow of thoughts and actions to strengthen the doctrines of liberty, equality and fraternity. It must be emphasized that the afore-mentioned doctrines were mainly aiming at the upliftment of the oppressed sections. The declaration of American Independence and subsequent adoption of the Constitution with individual rights enshrined in it heralded a new era in the human civilization. The American Civil War in the mid 19th century highlighted the issues of the exploited class and mobilized the opinions of all civilized communities of the world against slavery which was a severe form of exploitation. The distinct feature of American slavery was that it was based on racial discrimination. The slaves in America were exclusively Black Negroes purchased and brought from South Africa during the colonial period. Coming to the feminist viewpoint, it ascertained all sorts of natural and constitutional rights for women. It has also gained momentum during the later half of 20th century. Similar movements for the improvement of factory system for the welfare of the workers, abolition of untouchability and rationalization of religion with an intention to eliminate exploitation in its various forms and facets have been continuing since the beginning of 20th century in different parts of world.

Gandhi, the father of our nation, fought not only for the independence of India but also for the cause of untouchability and the downtrodden. He was the man who took this fight to a humane conclusion. Being a religious person, he has taught us Truth, Non-violence, Peace, Sympathy and Renunciation. He was connected with the saintly tradition of India. He showed the true and right path to the people in very unfavourable circumstances.

Gandhi, a '*Karma Yogi*' i.e. a practical man of action, believer in '*Sarvodaya*', gave a practical shape to Non-violence and used these weapons in many of his movements like, '*Khadhi*' Programme '*Swadeshi Movement*', establishment of peaceful and heavenly society (*Ramarajya/Gramarajya*) uplifting of the villages through small scale and cottage industries. Being a social reformer, achiever and *Savarniya* himself, he made efforts to eliminate social ills and evils in India like untouchability, exploitation, slavery, child marriage, caste, religion, sex and racial discrimination. He dedicated his entire life to the service of the people of this country and brought the country out of the darkness of slavery, untouchability and all sorts of social discriminations.

Gandhi wanted to adopt certain principles and techniques like *Satyagraha*, Non-cooperation, civil disobedience, hunger strikes etc., for the achievement of self motivation, self-respect and self-confidence in all religions, and even among dalit people. He established socialism in order to achieve welfare of the people. He had great faith in internal peace and equality of all religions. He contributed many articles to the magazines such as '*Harijan*' and '*Young India*' and books like, *My Experiments with Truth*, his autobiography, *Economics of Khadi*, *Satyagraha*, *non-violent Society*, *Towards non-violent Society*, *Woman and Social Justice* etc. He thus daringly challenged the religious validity and the precepts behind the caste system as its very *Sastric* root. It gave them faith to claim for all religions and dalits an equal social status and made them realize that they were no more destined to remain downtrodden. There is no such sphere of life in the 20th century and with the result the present society is, to a great extent, free from untouchability and social discrimination. It's no exaggeration to say that Gandhi's influence is now seen now all over the world.

## CONCLUSION

Equality is an essential prerequisite for the survival of mankind. Discrimination against any class or caste leads to disappointment and resentment among them. At the same time, there has been a natural instinct in each strong person or upper caste to dominate and exploit the weak person or of the lower caste. In case, a lower caste does not resist or react, the upper caste will increase the nature and degree of exploitation without any inhibition and limitation in this regard. This instinct and way of living of animals did influence human beings also. But with the advent of better social interactions, orderly social ethnic groups developed having dependency and intimacy. Subsequently certain basic norms were evolved and in order to maintain law and order in society, a system of polity was developed wherein certain rules were framed to be followed by everyone. Thus the concept of State as a sovereign body to implement these norms emerged. Hence the duty of the State was to protect one and all to regulate the activities. This concept of implementation of norms and regulations was mainly meant for protection of the weak and for the prevention of exploitation of natural rights.

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**ROLE OF IRDA IN INSURANCE SECTOR AN ANALYTICAL STUDY****PREETI DIXIT****ASST. PROFESSOR****SARASWATI INSTITUTE OF MANAGEMENT AND TECHNOLOGY****RUDRAPUR****DR. SANJEEV MAHROTRA****HEAD****DEPARTMENT OF COMMERCE****GOVERNMENT PG COLLEGE****RAMNAGAR****ABSTRACT**

After 44 years of public sector dominance, the life insurance industry in India was liberalized in 1999-2000. Since then, the industry has witnessed rapid growth of 15-20% (Year on Year). From a mere INR348 billion in 2000-01, the industry grew to a size of INR 2,893 billion (in 2013-14), where it constitutes 2.3% of the global life insurance market. Though still quite behind the insurance penetration achieved in developed nations, the growth story of insurance (particularly life insurance) in India is overwhelming. In 1999, (IRDA) Insurance Regulatory and Development Authority was constituted as an autonomous body to regulate and develop the insurance industry. The key objectives of the IRDA include promotion of competition so as to enhance customer satisfaction through increased consumer choice and lower premiums, while ensuring the financial security of the insurance market. The IRDA opened up the market in August 2000. Foreign companies were allowed ownership of up to 26%. The Authority has the power to frame regulations and has from 2000 onwards framed various regulations ranging from registration of companies for carrying on insurance business to protection of policyholders' interests.

**KEYWORDS**

penetration, portfolio, death claims, recommendations, regulations, transparency.

**INTRODUCTION**

What happens when a poor family's breadwinner dies, when a child in a disadvantaged household is hospitalized, or the home of a vulnerable family is destroyed by fire or natural disaster? Every serious illness, every accident and every natural disaster threatens the very existence of poor people and usually leads to deeper poverty. It is important that maximum Indians are provided a social security blanket to safeguard their future. The need for insurance thus becomes critical. To look and solve the mysteries on the basis of experience, some attempt can be made on the following:

- The nature, extent and direction of IRDA played in regulation of insurance sector.
- The number of insurance companies providing insurance solutions to the residents of uttrakhand region.
- The number of policy holders of different private companies in uttrakhand region.

**OBJECTIVES OF THE STUDY**

**Objective:** The objective of the study is to know the role played by the IRDA for the development and regulation of insurance sector in India.

**Sub Objectives:** The various sub objectives can be

1. To know the Life Insurance Growth Up to 2015
2. To know the role of private players in insurance sector.
3. To know the past ten-year growth of private players under IRDA.
4. To know the Major Challenges that Indian Insurance sector is Facing.

**HYPOTHESIS**

H1-The IRDA has played a positive role for the growth of insurance sector in India.

H2- Privatization has played an important role for the growth of insurance sector.

H3- There is lots of issues and challenges which cause hindrance in development of this sector.

**METHODOLOGY**

Research methodology is a way of systematically solving the research problem. Research methodology deals with the research design used and methods used to present the study.

**PROBLEM ANALYSIS**

**Secondary research:** Past data from multiple sources including reports of IRDA and Life Insurance Corporation of India, journals and magazines.

**Critical evaluation of IRDA** as a regulator to improve transparency and increase competition amongst the players.

**REVIEW OF LITERATURE**

Dr. A. N. Agrawal has written a book, "Insurance in India- A study of Insurance aspect of social security in India", which has published by 15 Allahabad Law Journal Press. He covers history of Insurance sector of India and Legal aspect of Insurance.

Mr. N. D. Gupta has written an article named, "Insurance- A Booming Professional Opportunity", in the Chartered Accountant-June 2003. He provides information on history of Insurance, evolution of present Indian insurance Industries and professional opportunity in insurance.

Business Today –June 2003, an article written by Roshani Jaykar, "Covering Lives" She has focused on, how private Life insurer take market share away from yesterday's monopolist.

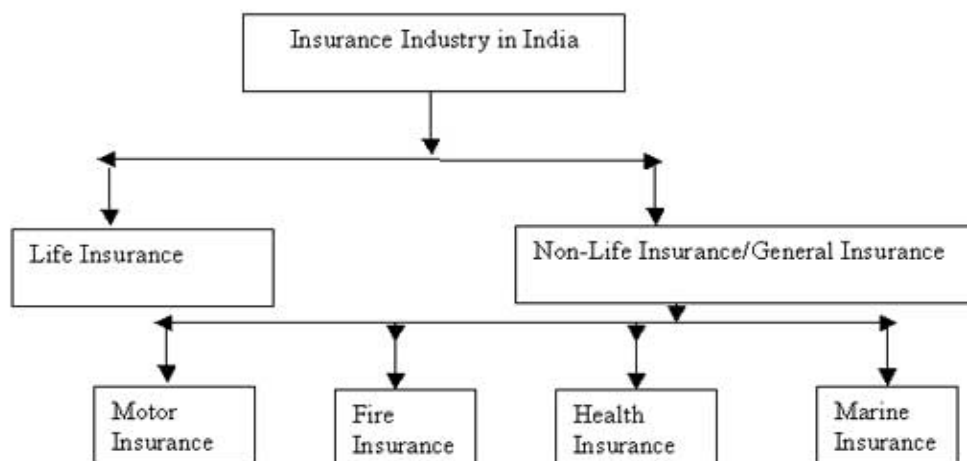
Mr. Sanjib Chaudhary has written an article, "Reinsurance in Shining India" in March, 2004. IRDA Journal. He has written his confusion that today, India's Industry and general public have a choice of insurances and India's insurers in town need a choice of reinsures.

Shri G. V. Rao, a retired Chief Managing Director, The Oriental Insurance Company Ltd. has evaluated general insurance companies underwritten gross premium up to January 2004 and written an article in IRDA Journal, March, 2004.

February 2004, IRDA Journal, and article has been written by Mr. P. S. Prabhakar, Chartered Accountant who used to work with the nationalized general insurance industry. In the article, "Back to the Basics- General 16 Insurance Financial – A primer, he concentrates on the significance of all

## OVERVIEW OF INDIAN INSURANCE SECTOR

FIG. 1



## INSURANCE PENETRATION AND DENSITY IN INDIA

The measure of insurance penetration and density reflects the level of development of insurance sector in a country. While insurance penetration is measured as the percentage of insurance premium to GDP, insurance density is calculated as the ratio of premium to population (per capita premium). During the first decade of insurance sector increase in insurance penetration from 2.71 per cent in 2001 to 5.20 per cent in 2009. However, since the level of penetration has been declining reaching 3.9 per cent in 2013. A similar trend was observed in the level of insurance density which reached the maximum of USD 64.4 in the year 2010 from the level of USD 11.5 in 2001. During the year under review 2013, the insurance density was USD 52.0. The insurance density of life insurance business had gone up from USD 9.1 in 2001 to reach the peak at USD 55.7 in 2010. During 2013, the level of life insurance density was only USD 41. Similarly, the life insurance penetration surged from 2.15 per cent in 2001 to 4.60 per cent in 2009. Since then, it has exhibited a declining trend reaching 3.1 per cent in 2013. Over the last 10 years, the penetration of non-life insurance sector in the country remained steady.

TABLE 1: INSURANCE PENETRATION AND DENSITY IN INDIA

Year	Life		Non-Life		Industry	
	Density (USD)	Penetration (percentage)	Density (USD)	Penetration (percentage)	Density (USD)	Penetration (percentage)
2001	9.1	2.15	2.4	0.56	11.5	2.71
2002	11.7	2.59	3.0	0.67	14.7	3.26
2003	12.9	2.26	3.5	0.62	16.4	2.88
2004	15.7	2.53	4.0	0.64	19.7	3.17
2005	18.3	2.53	4.4	0.61	22.7	3.14
2006	33.2	4.10	5.2	0.60	38.4	4.80
2007	40.4	4.00	6.20	0.60	46.6	4.70
2008	41.2	4.00	6.20	0.60	47.4	4.60
2009	47.7	4.60	6.7	0.60	54.3	5.20
2010	55.7	4.40	8.7	0.71	64.4	5.10
2011	49.0	3.40	10.0	0.70	59.0	4.10
2012	42.7	3.17	10.5	0.78	53.2	3.96
2013	41.0	3.10	11.0	0.80	52.0	3.90
2014	44	2.6	11	.7	55	3.3

Source: Annual Report IRDA 2014-15

TABLE 2: REGISTERED INSURERS IN INDIA (As on 30th September, 2015)

Type of business	Public Sector	Private Sector	Total
Life Insurance	1	23	24
Non-life Insurance	6	22	28
Reinsurance	1	0	1
<b>Total</b>	<b>8</b>	<b>45</b>	<b>53</b>

Source: Annual Report IRDA 2014-15

Above table shows the number of players in the life insurance business and in non-life insurance business. In life insurance only 1 is public player and 23 are private players in the year 2014-15, this number is increased compare to the past period. In the business of non-life 6 are the public players and 22 are the private players

TABLE 3: NUMBER OF LIFE INSURANCE OFFICES (As on 31st March)

Insurer	2007	2008	2009	2010	2011	2012	2013	2014	2015
Private	3072	6391	8785	8768	8175	7712	6193	6193	6156
LIC	2301	2522	3030	3250	3371	3455	3526	4839	4877
<b>Industry</b>	<b>5373</b>	<b>8913</b>	<b>11815</b>	<b>12018</b>	<b>1546</b>	<b>11167</b>	<b>10285</b>	<b>11032</b>	<b>11033</b>

Source: Annual Report IRDA 2014-15

Above table shows the number of life insurance offices in public as well as private sector. In life insurance only 2301 offices are there in year 2007 which is increased by 4877 in the year 2015. Same as the number of private players has been increased from 3072 to 6156 in the year 2015.



TABLE 4: MARKET SHARE OF LIFE INSURERS

Insurer	2012-13	2013-14	2014-15
	<b>Regular Premium (1)</b>		
LIC	58.13	60.56	49.12
Private Sector	41.87	39.44	50.88
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
	<b>Single Premium (2)</b>		
LIC	83.85	87.09	83.58
Private Sector	16.15	12.91	16.42
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
	<b>First Year Premium(3 =(1+2))</b>		
LIC	71.36	75.47	69.27
Private Sector	28.64	24.53	30.73
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

Source: Annual Report IRDA 2014-15

### INSURANCE GROWTH DRIVERS IN INDIA

The demand for insurance products is likely to increase due to the exponential growth of household savings, purchasing power, the middle class and the country's working population. Listed below, are the various underlying growth drivers for India's insurance industry:

- Growing of the financial industry as a whole
- Growth of life and non-life industry
- Promoting innovation and removing inefficiency
- Competition and orderly growth
- Growth of specific insurance segments such as motor insurance

### ROLE OF IRDA

There are number of roles and duties that are assigned to IRDA to ensure awareness among policyholders and the service providers.

- IRDA issues a certificate of registration, renewal, modification, withdrawal, suspension or cancellation to an applicant
- It protects the interest of the policyholder on the terms and conditions of contracts of insurance
- IRDA specifies the code of conduct and practical training for insurance intermediaries and agents
- Promotes efficiency and regulates professional organizations connected with the insurance business, investment of funds by insurance companies
- IRDA specifies the percentage of life insurance business and general insurance business to be undertaken by the insurer in the rural or social sector. The authority comprises a ten-member team a chairman, five fulltime members and four part-time members, all appointed by the Government of India.

### ANALYSIS OF DEVELOPMENT AND GROWTH OF INSURANCE SECTOR UNDER IRDA

The study presents an in-depth study on the Indian life Insurance sector for last 5 years upto 2014 which includes number of registered players in India, Number of Policies issued, Net Claim Incurred, Market Share, Number of Individual and Corporate Agents, Investment of Public and Private Insurance Players, and The role played by IRDA for the growth and development of non life insurance sector. The considered aspects are number of players, premium amount, market share, investments of insurance players, number of policies issued, numbers of claims incurred & settled and penalty charged from insurance.

### RECENT LIFE INSURANCE STATISTICS

The market share of LIC is more (70.10% in the years 2009-10) compare to the other private players. The market share of LIC is reducing compare to the past period. In case of Regular Period Private players are dominating to the public player. In case of Single premium LIC is having market share of 92.15% in the year of 2009-10. (Source: Annual Report IRDA 2014-15)

TABLE 5: DISTRIBUTION OF INDIVIDUAL AGENTS OF LIFE INSURERS IN UTTARAKHAND

Insurance Companies	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-13	2013-14
LIC	14966	16750	19299	19397	14228	14208	12525	13789
ICICI	1051	2268	2236	1387	1071	894	1090	1334
Bajaj Allianz Life	1679	1857	940	283	504	1735	1391	1744
HDFC Standard Life	527	909	1228	1282	1128	251	190	237
TATA AIG Life Insurance	13	379	585	730	390	187	126	147

Source: Annual Report IRDA 2014-15

Numbers of individual agents are also increasing in the insurance business. This number for public player is 14966 in the year 2006 and for different private player is comparatively less in uttrakhand for life insurance, but the private individual Agents are more compared to public individual Agents as we total.

TABLE 6: POLICY HOLDERS OF INSURANCE COMPANIES (in 000)

Insurance Companies	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-13	2013-14	2014-15
LIC	179564	189419	192428	210154	226058	240381	255845	270251	279528
ICICI	473	734	1037	1313	972	1090	1293	1502	1622
Bajaj Allianz Life	395	511	540	721	941	1820	2283	2507	2413
HDFC Standard Life	590	752	996	1244	1497	1598	1761	1938	2238

Source: Annual Report IRDA 2014-15

TABLE 7: DISTRIBUTION OF OFFICES OF LIFE INSURERS IN UTTARAKHAND

Insurance Companies	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-13	2013-14
LIC	36	38	42	44	46	46	49	54
ICICI	3	11	11	10	8	9	6	6
Bajaj Allianz Life	11	11	17	17	17	17	16	13
HDFC Standard Life	5	7	8	7	7	7	5	3
TATA AIG Life Insurance	—	1	2	1	1	2	1	1

Source: Annual Report IRDA 2014-15



The given table shows the number of insurance office in UTTARAKHAND, which is increasing very speedily and it shows that the insurance business is increasing very speedily. As we do not have much information about the Kumaun Region but we can see that in Uttarakhand the number of life insurer as well as the number of insurance agents have been increased significantly.

TABLE 8: FIRST YEAR PREMIUM (INCLUDING SINGLE PREMIUM) (in crores)

Insurance Companies	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-13	2013-14	2014-15
LIC	28515.87	56223.56	59996.57	53179.08	71521.90	87012.35	81862.25	76611.50	90808.79
ICICI	2602.50	5162.13	8034.75	6811.83	6333.92	7862.14	4441.09	4808.62	3759.59
Bajaj Allianz Life	2716.77	4302.74	6674.48	4491.43	4451.10	3465.82	2717.31	2987.90	2592.03
HDFC Standard Life	1042.65	1648.85	2685.37	2651.11	3257.51	4059.33	3857.47	4436.07	4038.93
TATA AIG Life Insurance	464.53	644.82	964.51	1142.67	1322.01	1332.21	939.55	560.16	433.76
Max New York Life insurance	471.36	912.11	1597.83	1842.91	1849.08	2061.39	1901.72	1899.34	2261.60
Aviva Life insurance	407.12	721.35	1053.98	724.56	798.37	745.39	801.86	687.40	593.76
SBI Life Insurance	827.82	2563.84	4792.82	5386.64	7040.74	7589.58	6531.32	5182.88	5065.48

Source: Annual Report IRDA 2014-15

TABLE 9-TOTAL LIFE INSURANCE PREMIUM (in crores)

Insurance Companies	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-13	2013-14	2014-15
LIC	90792.22	127822.84	149789.99	157288.04	186077.31	203473.40	202889.28	208803.58	236942.30
ICICI	4261.05	7912.99	13561.06	15356.22	16528.75	17880.63	14021.58	13538.24	12428.65
Bajaj Allianz Life	3133.58	5345.24	9725.31	10624.52	11419.7	9609.95	7483.80	6892.70	5843.14
HDFC Standard Life	1569.91	2855.87	4858.56	5564.69	5564.69	7005.10	7005.10	11322.68	12062.90
TATA AIG Life Insurance	880.19	1367.18	2046.35	2747.50	3493.78	3985.22	3630.30	2760.43	2323.70
Max New York Life insurance	788.13	1500.28	2714.60	3857.26	4860.54	5812.63	6390.53	6638.70	7278.54
Aviva Life insurance	600.27	1147.23	1891.88	87	2378.01	2345.17	2415.87	2140.67	1878.101992.
SBI Life Insurance	1075.32	2928.49	5622.14	7212.10	10104.03	12945.29	13133.74	10450.03	10738.60

Source: Annual Report IRDA 2014-15

TABLE 10: CONSIDERED FACTORS FOR BUYING LIFE INSURANCE POLICY

Factors	Yes	No	Total
Premium Amount	73 %	27%	100%
Risk Coverage	80%	20%	100%
Return Pattern	53%	47%	100%
Agent Advice	33%	67%	100%
Company service	48%	52%	100%
Family Income	62%	38%	100%
Tax Saving	41%	59%	100%
Future Safety	65%	35%	100%
Others	8%	92%	100%

**Q1. How far is IDRA successful in assuring equity and justice in insurance sector?**

- (A) Very successful (10%)  
 (B) Successful (78%)  
 (C) Not successful (12%)

**Q2. How far is IDRA successful in creating awareness in promoting insurance sector?**

- (A) Very successful (32%)  
 (B) Successful (60%)  
 (C) Not successful (8%)

**Q3. Do you think the initiative taken by the government and the agencies like IDRA is not satisfactory in popularizing the insurance in rural areas?**

- (A) Yes (52%)  
 (B) No (22%)  
 (C) Can't say (26%)

**Q4. Do you think that the policies introduced by the private sector are better than by public sector?**

- (A) Yes (48%)  
 (B) No (36%)  
 (C) Can't say (16%)

**Q5. Do you think the premium payment, financial incentives and concessions are important for taking decisions for purchase of insurance policies?**

- (A) Yes (88%)  
 (B) No (6%)  
 (C) Can't say (6%)

**Q6. Do you think the new generation companies will fail in long run?**

- (A) Yes (28%)  
 (B) No (22%)  
 (C) Can't say (50%)

**Q7. Are you satisfied by the caring and individual attention provided by company to the customers?**

- (A) Yes (76%)  
 (B) No (16%)  
 (C) Can't say (8%)

**Q8. Do you think in the pre liberalization era the public sector companies under strict control of regulation miserably failed to render quality service to customer?**

- (A) Yes (48%)  
 (B) No (36%)  
 (C) Can't say (16%)

**CHALLENGES FOR THE INDIAN INSURANCE INDUSTRY**

Planning to make it big in an already competitive business is like sailing in troubled sea - your ship should be strong, your crew should be excellent and you have to have a damn good idea about the path. Indian Insurance Industry is facing many challenges. Few of them can be:

**FINANCIAL ISSUES AND CHALLENGES**

- Low Insurance Penetration and Low Insurance Density and slow growth of insurance sector
- Insurance as Saving Asset and Other Financial Instruments
- Cost Minimization
- Capital Adequacy
- Low Level of FDI

**COMMERCIAL ISSUES AND CHALLENGES**

- Insurance Awareness
- People Confidence
- Availability of Capable Human Resource
- Attracting and Retaining Agents
- Training of the Sales Force
- Marketing of Risk-Cover Products
- Management of Distribution Cost

**OPERATIONAL ISSUES AND CHALLENGES**

- Consumer Protection
- Rural Coverage
- Social Coverage
- Regulatory Experience
- Changing Environment
- Integration with Other Financial Services
- Cut Throat Competition

**FINDINGS**

From the research conducted by me I have collected data from which I concluded following findings:

1. The above data analysis shows that IDRA is successful in promoting the growth of insurance sector since it was formed in 1999.
2. The IDRA is successfully creating awareness and promoting the growth of insurance sector.
3. Most of the people think that public sector policies are better than private sector but on the other hand people think that private sector provide better customers services.
4. Insurance sector is growing rapidly in both the urban and rural areas.
5. Many new insurance companies are entering into insurance sector and people are showing interest in them.
6. Insurance sector is still at its infancy stage.
7. Insurance plays a very important role in economic development of a country.

**CONCLUSION**

A well-regulated life insurance industry which moves with the times by offering its customers tailor-made products to satisfy their financial needs is therefore essential, if we desire to progress towards a worry free future. From the above data analysis, we find that IRDA has played a significant role for the Development of insurance sector. With a view to protecting the interests of policyholders, the IRDA has taken a number of initiatives. The framework of regulations for an insurer or an agent or intermediary to protect the interests of prospects and policyholders are framed by IRDA time to time and IRDA is successful in regulating the insurance business in India.

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**EFFECT OF EMPLOYEE EMPOWERMENT ON JOB PERFORMANCE IN BANKING SECTOR**

**G. SREELAKSHMI**  
**RESEARCH SCHOLAR**  
**FACULTY OF COMMERCE & MANAGEMENT**  
**KRISHNA UNIVERSITY**  
**MACHILIPATNAM**

**DR. SURYACHANDRA RAO**  
**DEAN**  
**FACULTY OF COMMERCE & MANAGEMENT**  
**KRISHNA UNIVERSITY**  
**MACHILIPATNAM**

**ABSTRACT**

*Human resource management plays a vital role in an Organization. The employees are the most strategic and underutilized resource of the company, which includes repository of knowledge, skills and abilities that can't be imitated by the competitors. That is why management tries to empower the employees. Empowerment is a technique of enlargement of an employee's job responsibility by giving them the authority of decision making about his own job without approval of his/her immediate supervisor. By empowerment, the employees are supported and encouraged to utilize their skills, abilities and creativity by accepting accountability for their work which would ultimately lead the organization towards more productivity.*

**KEYWORDS**

employee empowerment, job performance, banking sector.

**INTRODUCTION**

Empowerment makes it possible and takes it a step further by creating opportunities to gain experience, learn new skills and generate knowledge. Employee empowerment entails identifying how much responsibility and authority an individual can effectively handle without becoming over-burdened or distressed. It creates sense of belongingness and ownership towards the parent organization. Empowered employees are more motivated as compared to those who just follow the given lines and they would feel more confident and try to give their best to their employers, as a result, service quality improves and enables them to make decisions about their jobs. It is a motivational technique that is designed to improve the performance through increased levels of participation and self determination. It also concerned with trust, motivation, decision-making, and breaking the inner boundaries between management and employees. The success of any organization depends on the ability of higher authority to provide a motivating environment for its employees. By understanding employees' needs, they can understand what rewards to use to motivate them. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce. In order to achieve the organizational goals, especially banking companies have taken an action to implement empowerment dimensions and motivation of employees to improve the performance of employees and organization as a whole.

**PROBLEM STATEMENT**

Banking sector is a highly service oriented sector and the employees are the ones who are in direct contact with the customers. Employees therefore become the voice and face of the organization, they should be trained to provide quality service to the customers. This makes it essential for employees in the banking sector to be empowered and well motivated to provide better services to its customers. At this juncture, the study has been undertaken to determine the effect of implementation of empowerment dimensions and motivational factors on employees' job performance.

**RESEARCH METHODOLOGY**

100 employees from 5 public sector bank and 5 private sector banks have been selected as sample respondents by using convenience sampling. Questionnaire has been used as instrument to conduct this research. The secondary data for the review were sourced from various research agencies both official and unofficial newspapers. The study period has extended to January 2015 to March 2015. In order to analyze the objectives of the study, statistical techniques viz., ANOVA, Multiple Regression have been used to test the relationship among the variables taken for study.

**REVIEW OF LITERATURE**

Len Holden (1999) has studied the perception gap in employee empowerment of banks in Sweden and Britain where the Swedish workers have greater participation than the British workers in the work place. Koen Dewettinck et al. (2003) have discussed the effects of empowerment in workplace. The study confirms that empowerment practices result in more satisfied and committed, but not necessarily better performing employees. Yahya Melhem (2004) has stated that there is a significant association between four empowerment antecedents (trust, incentives, information and knowledge) and empowerment of customer-contact employees. Cynthia M. Cready et al (2008) have studied the effect of empowerment on job performance and work attitudes of Certified Nursing Assistants who have more traditional management approaches. The results indicated that the CNAs with high empowerment tended to report better performance and work-related attitudes. Shulangna Sarkar (2009) has made an attempt to identify the various tools of empowerment and to check the effect of empowerment on the efficacy of the employees. Hummayoun Naeem and Muhammad Iqbal Saif (2010) have examined the impact of employee empowerment on customer satisfaction. The study observed that there was no relationship between employee empowerment and customer satisfaction in the Pakistani commercial banking sector. Audrey Charbanner and Assaad (2011) have stated that the managerial empowerment was more strongly related to adaptive performance when the perceived supervisor support was high. The factors are job enrichment, devolution, performancebased rewards, participative management, suggestion system, team-work formation and participation in goal-settings etc.

**OBJECTIVES**

1. To study the relative effect of Employee empowerment dimensions on performance.
2. To test the moderation effect of demographic variables on the relationship between Employee empowerment and performance.
3. To examine the the relationship between Employee empowerment and performance.

**ANALYSIS AND DISCUSSION****PROFILE OF THE RESPONDENTS**

Demographic details of 100 employees varying in gender, age, educational qualification and designation have been depicted in this section and shown in Table No. 1.

**TABLE NO. 1: PROFILE OF THE RESPONDENTS**

Demographic variables		No.of respondents	Percentage
Age	Below 30years	57	57
	30-40 years	21	21
	40-50 years	10	10
	Above 50 years	12	12
	<b>Total</b>	<b>100</b>	<b>100</b>
Gender	Male	67	67
	Female	33	33
	<b>Total</b>	<b>100</b>	<b>100</b>
Education	Diploma	9	9
	<b>Graduation</b>	<b>41</b>	<b>41</b>
	Post graduation	40	40
	Professional course	10	10
	<b>Total</b>	<b>100</b>	<b>100</b>
Designation	Managerial	62	62
	Clerical	38	38
	<b>Total</b>	<b>100</b>	<b>100</b>

Among all the respondent's majority (57%) of them belong to the age group of below 30 years than other age groups (30-40 years-21%, 40-50 years-10% and above 50 years-12%). 67% of the respondents were male and the remaining (33%) were female. 41% have completed their graduation and (40%) of respondents were post graduates, 10% of the respondents have done the professional courses and only 9% of the respondents having Diploma. 62% of the respondents were managers and 38% were clerks by designation.

**EXTENT OF IMPORTANCE OF EMPLOYEE EMPOWERMENT**

In this globalized economy there is need for employee empowerment in organization so that employees will be in position to make quick decision and respond quickly to any changes in the environment. Organization that are committed to employee empowerment to motivate and retain their employees, although its a complex management tool which needs to be nurtured and handled with a lot of care. The implementation of employee empowerment has scope for improvement of the flexibility within teams and contribute to a choice and direct decisions, leads to an alleviated feeling of self-worth and dedication. The sense of self and the retaining of some power is a deadly combination that work wonders on the psyche of the employee. Empowerment does not only include delegating job authority, it also means job enhancement via decision making and it also involve innovation, commitment and consistent improvement. Respondents' opinion about the extent of implementation of empowerment dimensions/perspective has shown in Table no.2

**TABLE NO. 2: EXTENT OF IMPORTANCE OF EMPLOYEE EMPOWERMENT DIMENSIONS**

Empowerment dimensions	Total scores	Mean	Rank
Job enlargement	270	2.70	1
Job enrichment	240	2.40	4
Decisionmaking	215	2.15	5
Competence	266	2.66	3
Autonomy	268	2.68	2

Source: primary data

Among the five dimensions/perspectives of employee empowerment, respondents have opined that '**job enlargement**' is highly important for empowerment (mean value 2.70). By way of enrichment and rotation employees can understand the job as well as the total business. '**Autonomy**' was scored as next preferable factor (mean value of 2.68) to improve their morale. '**Competence**' was scored as the next important perspective (mean value 2.66) to channelise their talents/strengths. Respondents have viewed that '**job enrichment**' has to be provided to make the job more empowered (mean value 2.40). Though '**Decision making/recognition**' has regarded as high-performance managerial practice it scored as the least important perspective (mean value 2.15).

To ascertain if there has been any difference of opinion among the employees on the extent of importance of various dimensions/perspective of empowerment ANOVA has been applied in table no.3 and a null hypothesis has been framed.

Ho: There has been no significant difference of opinion among the employees about the extent of importance of dimensions/perspectives of empowerment.

**TABLE NO. 3: IMPORTANCE OF DIMENSION OF EMPOWERMENT ANOVA TEST**

F-value	Table value	Result
11.69	4.5449	Significant

ANOVA results have revealed the fact that there has been significant difference of opinion among the employees of both sector banks about the extent of importance of perspectives of empowerment taken for the study at 5% level.

**JOB PERFORMANCE**

Employee empowerment is more relevant in today's competitive environment and has widely been recognized as an essential contributor to organizational success observing a direct relationship between the level of employee empowerment and employee performance. Empowering employees and motivation have enabled the organizations to be more flexible and responsive and can lead to improvements in both individual and organizational performance. In the present study all the employee respondents have accepted that empowering employees and motivation have led to improvements in their job performance. The level of improvement in their performance has shown in table no.4.

**TABLE NO.4. IMPROVEMENT IN JOB PERFORMANCE OF EMPLOYEE**

Job performance	No. of respondents	Percentage
60-70%	12	12
70-80%	40	40
80-90%	26	26
90-100%	20	20
Above 100%	2	2

12% of the respondents have accepted that their performance has improved from 60-70%. 40% have agreed that their performance has improved from 70-80%. Half of the respondents (50%) have acknowledged that their achievement has improved at above 80% level, the achievement of employee respondents has been comparatively excellent which **confirmed the fact there has been an effect of employee empowerment on employees' job performance**.

### EFFECT OF EMPOWERMENT ON THEIR JOB PERFORMANCE

To evaluate the effect of independent variables (empowerment dimensions) on the dependent variable (job performance), multiple regression analysis has been carried out. Multiple regressions have been considered to be an effective and a powerful hypothesis testing and inference-making technique used to predict the values of a dependent variable based on the values of an independent variable. In order to measure the interdependence of independent factors (Job rotation/Job enrichment, Positive leadership, Participation in decision making/recognition, Competency mapping and Autonomy) and its influence on the dependent factor (job performance), multiple regressions have been carried out and the results of regression have shown in Table no.5 with the null hypothesis.

**Ho: There has been no effect of empowerment dimensions on job performance.**

**TABLE NO. 5: MULTIPLE REGRESSIONS ANALYSIS –EMPOWERMENT DIMENSIONS AND JOB PERFORMANCE**

	B	Std. Error	t	Significance	Correlations
(Constant)	16.186	9.111			
Jobenlargement	3.631	3.146	1.153	Ns	.262
Job enrichment	4.042	1.378	2.930	**	.280
Decisionmaking	-3.162	2.025	-1.560	Ns	-.006
Competence	8.530	2.316	3.681	**	.383
Autonomy	10.107	2.027	4.984	**	.407

R	R Square	F	Sig.
.665	.443	14.937	**

From the regression table, it has been seen that among all the 5 predictor variables 3 (positive leadership, competency mapping and autonomy) have had positive **significant** relationship on the '**job performance**' at 1% level. '**Participation in decision making**' have correlated negatively with the '**job performance**' of the employees showing that the extra care have to be exercised by the banks while empowering the employees with the participation in decision in making. Multiple R given above has been the multiple correlation coefficient of dependent variable with the group of independent variables. The R value has indicated that a moderate level of correlation (0.665) has existed between the dependent variable and the set of independent variables. R-square value, when multiplied by 100 has given the percentage of variation in dependent variable explained by the group of independent variables. 44.3% of the variation in the '**job performance**' has been due to the 5 predictor variables. F value (14.937), calculated for R has inferred that R has been significant at 1% level. Thus the '**Empowerment dimensions**' as predictor variables have had an impact on the '**job performance**' of the employees.

### FINDINGS

The findings showed a significant positive relationship between empowerment and positive emotions and negative relationship with negative emotions.

### CONCLUSION

This study aimed to understand and identify the relationship between various employee empowerment dimensions, and their job performance in the Telangana commercial banks. In this regard the respondents taken for the study have opined that '**Jobrotation/job enrichment**' as a perspective is highly important for their empowerment and they have agreed that '**providing opportunities to focus on determining target**' has been the highly motivated factor for their work involvement. By empowering the employees for their work done and giving them opportunity to participate in decision making, internally satisfies them with their job, their accomplishment of tasks increases.

Correlation results have also proved the same and showed that positive relationship exist between employee empowerment dimensions and job performance. For an organization to be successful, a harmony between these processes must exist. The management has to provide considerable rewards and incentives to enhance employee satisfaction as this situation displays strong likelihood to bring high performance which can contribute to the success of the organization. Thus it is concluded that empowerment of employees through appreciation, recognition and tasks fulfillment definitely stimulates them towards working with more energy and dedication to the organization.

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**PERFORMANCE OF NATIONAL PENSION SCHEME IN INDIA**

**ANANTH.S**  
**ASST. PROFESSOR**  
**ALLIANCE SCHOOL OF BUSINESS**  
**ALLIANCE UNIVERSITY**  
**BANGALORE**

**BALANAGA GURUNATHAN.K**  
**PROFESSOR**  
**ALLIANCE SCHOOL OF BUSINESS**  
**ALLIANCE UNIVERSITY**  
**BANGALORE**


**ABSTRACT**

*National Pension Scheme is introduced by the Government of India, aiming to lead a comfortable life after retirement. The National Pension scheme is extended to all the citizens of India. The scheme is governed and monitored by an established autonomous body set by the Government of India. Very few people are aware the National Pension Scheme, not much of them showed interest. To understand the performance of the National Pension Scheme fund offered by various companies are taken for study, and to suggest which fund to invest to get more income.*

**KEYWORDS**

fund, india, income, nps, performance.

**1. INTRODUCTION**

 National Pension Scheme (NPS) is started by the Government of India for the citizen of India, the scheme is for the long term saving which can give some support in older age, when they are not getting any source of income, to support the expenses incurred at the old age. The scheme facilitates to invest with a minimum amount and allows investing as we wish. The citizen can access two types of accounts, one is Tire I and another is Tire II. Tire I account primarily, aimed to only saving and the same can be utilised for the post retirement period, and it will not allow the citizen to withdraw, before 60 years of age. Tire II account is for the entire citizen as voluntary, it allows the account holder to withdraw the amount, whenever required. As Tire II is voluntary, it does not exempt from the tax.

An autonomous body was set by Government of India to develop and regulate the pension market is called Pension Fund Regulatory and Development authority (PFRDA). The record keeping for all the NPS related activities are done by the National Securities Depository Limited (NSDL). After completion of the NPS investments paying period, the Annuity Service Provider (ASP) are the one who make sure the delivery of the pension for the account holder.

Pension Fund Regulatory and Development authority (PFRDA), appointed eight companies for operating the pension fund. The investors can choose their fund operators. The companies are as follows,

1. HDFC Pension Management Co. Ltd.,
2. ICICI Prudential Pension Fund Management Co. Ltd.,
3. Kotak Mahindra Pension Fund Ltd.,
4. LIC Pension Fund Ltd.,
5. Reliance Capital Pension Fund Ltd.,
6. SBI Pension Funds Pvt. Ltd,
7. UTI Retirement Solutions Ltd,
8. Birla Sun Life Pension Management Ltd (Yet to start the Business).

As such to understand the performance of the pension fund scheme, this study makes an attempt to evaluate various selected fund's performance. This study will help the investor, to choose their operator and determine future returns.

**2. OBJECTIVE OF THE STUDY**

The main focus of this study is, to understand the performance of the various National Pension Scheme funds offered by different companies, over a period of time, since it has been established, to identify the best pension scheme fund to choose for the investment.

**3. STATEMENT OF THE PROBLEM**

World's life expectancy will be improved from 65 years to 75 years by 2050 as mentioned in the report provided by United Nation's population division. Every Indian citizen's life expectancy will improve, results the non-earning period increases, as the cost of living increases the regular expenses will increase and the health care cost also increase. To have some income, in the post retirement period to meet the minimum basic expenses, the National Pension Scheme will help the citizens to provide some money in a systematic way through a long term investment. Different companies are offering the NPS. The NPS income depends on which the fund is chosen for investment. This study focuses to understand the performance of the different funds over a period of time, from its inception. This study will help the citizen of India to choose the best funds to plan their post retirement income accordingly.

**4. LIMITATIONS**

- The study is limited to National Pension Scheme – Equity fund only.
- The study is considered for Tire I and Tier II accounts.
- Seven companies are taken for study, out of that two companies are not completed three years.
- Administration expenses are not accounted.
- The results are pertaining to the available data only.
- The study period covers only three years.



## 5. RESEARCH METHODOLOGY

This study is a descriptive and an analytical study.

### Research Design

- Seven companies are taken for study.
- The study period is taken for three years.
- Bank rate of return taken as 8% PA.

## 6. TOOLS USED FOR THE STUDY

To understand the performance of the selected companies the following tools were selected for analysis.

Percentage analysis, Sharpe's Performance Index, Treynor's Performance Index and Jensen's Alpha.

### SHARPE INDEX

$$S_p = \frac{r_p - r_f}{\sigma_p}$$

Here

$r_p$  = portfolio rate of return

$r_f$  = risk free rate of return

$\sigma_p$  = standard deviation.

### TREYNOR INDEX

$$T_p = \frac{r_p - r_f}{\beta_p}$$

Here

$r_p$  = portfolio rate of return

$r_f$  = risk free rate of return

$\beta_p$  = portfolio beta.

### JENSEN ALPHA

$$\alpha_p = r_p - (r_f + (r_m - r_f) \beta_p)$$

$r_m$  = return of the market portfolio

## 7. ANALYSIS NPS (TIRE – I)

TABLE - 1: NEW PENSION SCHEME – EQUITY (NPS-E) - TIRE – I

Period	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC	Bench Mark Return
1 Year	-20.22%	-20.08%	-18.91%	-19.95%	-19.16%	-18.81%	-20.19%	-20.27%
2 Years	6.68%	5.76%	7.26%	6.89%	7.31%	7.42%	6.69%	7.36%
3 Years	8.94%		8.99%	9.01%	8.52%	8.60%		8.12%
Since Inception	6.24%	6.97%	8.54%	8.80%	7.93%	7.54%	9.90%	

Source: NPS Trust as on 14.04.2016 Returns (as on 29.03.2016)

All the NPS – E (Tire – I) offered by SBI, LIC, UTI, ICICI, Reliance, Kotak & HDFC gives a negative return compared with the risk free rate of return (i.e., bank rate) for the first year, the variation in the return between the companies are very close. The highest is Kotak got the return of -18.81% and the lowest is -20.22% by SBI, for the one-year period.

When compared to the benchmark returns for one year period, all the funds are within the limit.

All the NPS – E (Tire – I) offered by SBI, LIC, UTI, ICICI, Reliance, Kotak & HDFC gives positive return, for two years period. Compare to other offers, Kotak got the highest return of 7.42% and the least return by 5.76% by LIC for the period of two years, but it is less than the risk free rate.

When compare to the benchmark returns for two years period Kotak is the only company gives the return, (is 7.42%) which is above the benchmark return, Reliance (7.31%) and UTI (7.26%) return for the period of two years are very close to the benchmark return.

All the NPS – E (Tire – I) offered by SBI, UTI, ICICI, Reliance and Kotak gives positive return for three years period. ICICI got the highest return of 9.01% and the least return as 8.52% by Reliance for the period of three years.

All the NPS – E (Tire – I) offered by SBI, UTI, ICICI, Reliance & Kotak gives above the benchmark return, for three years period.

Since inception, HDFC gives the highest return as 9.9% and least return, by SBI as 6.24%.

TABLE – 2: MEAN AND STANDARD DEVIATION NPS-E (TIRE - I)

	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
Mean	-1.53%	-7.16%	-0.89%	-1.35%	-1.11%	-0.93%	-6.75%
Std. Dev	0.1622	0.1827	0.1563	0.1614	0.1564	0.1550	0.1901

UTI has the highest mean return of -0.89% and the lowest mean return by LIC as -7.16%. The lowest variation from the mean is 0.1550 by Kotak and the highest variation from the mean is 0.1827 by LIC.

### SHARPE'S PERFORMANCE INDEX

TABLE – 3: SHARPE'S PERFORMANCE INDEX NPS-E (TIRE - I)

Years	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
1	-1.74	-1.54	-1.72	-1.73	-1.74	-1.73	-1.74
2	-0.61	-0.60	-0.60	-0.60	-0.60	-0.60	-0.61
3	-1.05		-1.09	-1.05	-1.12	-1.12	

Sharpe's performance indexes of all the companies are giving a negative index for the first year period. LIC is the highest index as -1.54 and the rest all the lowest index.

In the second year also all the funds index are negative and close to -0.60, shows some improvement compared to one year and again in three years period gives negative index and reduced further, when compared to two year index. ICICI & SBI shares the highest index of -1.05 and the lowest index is -1.12 is shared by Reliance and Kotak.

## TREYNOR'S PERFORMANCE INDEX

TABLE – 4: TREYNOR'S PERFORMANCE INDEX NPS-E (TIRE – I)

Years	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
1	-18.81	-18.72	-17.94	-18.63	-18.11	-17.87	-18.79
2	-6.64	-7.25	-6.25	-6.50	-6.22	-6.15	-6.63
3	-11.35		-11.32	-11.31	-11.63	-11.58	

Treynor's performance indexes of all the companies are giving the negative index for the first year period. Kotak is the highest Treyno's performance index as -17.87 and the lowest is SBI with an index as -18.81.

In the second year all the companies performance has improved, but still in the negative index. Kotak is the highest Treyno's performance index as -6.15 and the lowest is LIC with index as -7.25.

In third year again the performance index shows negative and reduce further compared to two year period, and with an average index value of -11.44.

## JENSEN'S ALPHA

TABLE – 5: JENSEN'S ALPHA NPS- E (TIRE – I)

Years	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
1	-0.28	-0.28	-0.27	-0.28	-0.27	-0.26	-0.28
2	-0.10	-0.11	-0.09	-0.10	-0.09	-0.09	-0.10
3	-0.17		-0.17	-0.17	-0.17	-0.17	

Jensen's Alpha of all the companies, are giving the negative value for the first year period.

In the second year all the companies performance has improved, but still in the negative Jensen's alpha value. Kotak, UTI & Reliance are the highest Jensen's alpha value as -0.09, rest of the companies are very close and LIC is the least value as -0.11.

In third year, again the Jensen's alpha value shows negative and reduced further, compared to two year period and with an average Jensen's alpha value as -0.17.

## 8. ANALYSIS NPS (TIRE – II)

TABLE -6: NEW PENSION SCHEME – EQUITY (NPS-E) TIRE – II

Period	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC	Bench Mark Return
1 Year	-20.16%	-18.81%	-18.64%	-19.96%	-19.22%	-18.56%	-19.67%	-20.27%
2 Years	6.85%	1.30%	8.30%	6.87%	7.46%	7.44%	2.29%	7.36%
3 Years	8.98%	-	9.26%	8.82%	8.73%	8.74%	-	8.12%
Since Inception	5.49%	0.23%	5.93%	5.65%	5.99%	6.26%	3.82%	

Source: NPS Trust as on 14.04.2016 Returns (as on 29.03.2016)

All the NPS – E (Tire – II) offered by SBI, LIC, UTI, ICICI, Reliance, Kotak & HDFC gives a negative return compared with the bank rate for the first year, the variation between the companies are not much, the benchmark itself giving the negative value as -20.27%. The highest is Kotak got the return of -18.56% and the lowest is -20.16% by SBI, for the one year period.

All the NPS – E (Tire – II) offered by SBI, LIC, UTI, ICICI, Reliance, Kotak & HDFC gives a positive return for two years period. Compare to other offers, UTI got the highest return of 8.30% and the least return by LIC for the period of two years.

When compared to the benchmark returns for two years period UTI, Reliance and Kotak are the companies gave the return which is above the benchmark return (7.36%). UTI gives the highest return as 8.30% and lowest return by LIC as 1.30%, the next poor returns delivered by HDFC as 2.29%.

All the NPS – E (Tire – II) offered by SBI, UTI, ICICI, Reliance and Kotak gave positive return for three years period. UTI got the highest return of 9.26% and the least return as 8.73%, by Reliance for the period of three years.

All the NPS – E (Tire – I) offered by SBI, UTI, ICICI, Reliance & Kotak gave above the benchmark return for three years period.

Since inception Kotak gives the highest return as 6.26% and least return by LIC as 0.23%, the next poor returns delivered by HDFC as 3.82%. UTI and Reliance are at par, with each other and SBI, is little less than ICICI.

TABLE – 7: MEAN AND STANDARD DEVIATION NPS-E (TIRE – II)

	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
Mean	-1.44%	-8.76%	-0.36%	-1.42%	-1.01%	-0.79%	-8.69%
Std Dev	0.1624	0.1422	0.1584	0.1608	0.1578	0.1540	0.1553

UTI has the highest mean return of -0.36% and the lowest mean return is LIC as -8.76%. The lowest variation from the mean is 0.1422 by LIC and the highest variation from the mean is 0.1624 by SBI.

## SHARPE'S PERFORMANCE INDEX

TABLE – 8: SHARPE'S PERFORMANCE INDEX NPS-E (TIRE – II)

Years	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
1	-1.73	-1.89	-1.68	-1.74	-1.72	-1.72	-1.70
2	-0.60	-1.08	-0.53	-0.61	-0.58	-0.60	-0.88
3	-1.05		-1.06	-1.07	-1.09	-1.12	

Sharpe's performance indexes of all the companies are giving a negative index for the first year period. UTI is the highest index as -1.68 and the rest all, the lowest index.

In the second year also all the funds index is negative, and shows some improvement compared to one year. UTI delivers the highest index as -0.53 and the lowest index is -1.08 by LIC.

In three years period, gives negative index and reduced further, when compared to two year index. SBI delivers, the highest index of -1.05 and the lowest index is -1.12 by Kotak.

## TREYNOR'S PERFORMANCE INDEX

TABLE – 9: TREYNOR'S PERFORMANCE INDEX NPS-E (TIRE – II)

Years	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
1	-18.77	-17.87	-17.76	-18.64	-18.15	-17.71	-18.45
2	-6.53	-10.23	-5.56	-6.51	-6.12	-6.13	-9.57
3	-11.33		-11.14	-11.43	-11.49	-11.49	

Treynor's performance indexes of all the companies are giving the negative index for the first year period. Kotak is the highest Treyno's performance index as -17.71 and the lowest is SBI with index as -18.77.

In the second year, all the companies performance has improved, but still in the negative index. UTI is the highest Treynor's performance index as -5.56 and the lowest is LIC with index as -10.23, the next least Treynor's index values is -9.57 by HDFC.

In third year again the performance index, shows negative and reduce furthermore, compared to the two year period and with an average index value of -11.38.

## JENSEN'S ALPHA

TABLE – 10: JENSEN'S ALPHA NPS-E (TIRE – II)

Years	SBI	LIC	UTI	ICICI	RELIANCE	KOTAK	HDFC
1	-0.28	-0.26	-0.26	-0.28	-0.27	-0.26	-0.27
2	-0.10	-0.15	-0.08	-0.10	-0.09	-0.09	-0.14
3	-0.17		-0.16	-0.17	-0.17	-0.17	

Jensen's Alpha of all the companies, are giving the negative value for the first year period with an average Alpha value as -0.27.

In the second year, all the companies performance has improved but still in the negative Jensen's alpha value. UTI is highest Jensen's alpha value as -0.08, rest of the companies are very close and LIC is the least value as -0.15, followed by HDFC Alpha value as -0.14.

In third year again the Jensen's alpha value shows negative and reduce further compared to two year period and with an average Jensen's alpha value as -0.17.

## 9. FINDINGS

- All the NPS – E (Tire – I) funds gives a negative return compared with the risk free rate of return, (i.e., bank rate) for the first year, gives a positive return for two years period. ICICI got the highest return of 9.01% and the least return as 8.52% by Reliance for the period of three years. Since inception, HDFC gives the highest return as 9.9% and least return by SBI as 6.24%.
- All the NPS – E (Tire – II) gives, a negative return compared with the bank rate for the first year, gives positive return for two years period. SBI, UTI, ICICI, Reliance and Kotak, gives positive return for three years period. UTI got the highest return of 9.26% and the least return as 8.73% by Reliance for the period of three years. SBI, UTI, ICICI, Reliance & Kotak gives above the benchmark return. Since inception, Kotak gives the highest return as 6.26% and least return by LIC as 0.23%, the next poor returns delivered by HDFC as 3.82%. UTI and Reliance are at par with each other and SBI is little less than ICICI.
- Sharpe's performance indexes of all the companies for NPS – E, Tire-I & Tire - II are giving a negative index for the first three year periods. In the second year, shows some improvement compared, to one year and in three years period the return reduced further when compared to two year index
- Treynor's performance indexes of all the companies for NPS – E, Tire-I & Tire - II are giving the negative index for the first three year periods. In the second year, all the companies performance has improved. In third year, again the performance index reduces more compare to two year period.
- Jensen's Alpha of all the companies for NPS – E, Tire-I & Tire - II are giving the negative value for the first three year periods. In the second year, all the companies' performance has improved. In third year again the Jensen's alpha value shows negative and reduce further compared to two year period.

## 10. SUGGESTIONS

### TO THE INVESTOR

- Before investment make a own analysis.
- Investors those are ready to stay in long term are comfortable.
- Investors those are looking best retirement solutions, they can choose these schemes.
- Don't invest only for tax brackets.

### THE COMPANY

- To maximise good return at least to meet out the bench mark, then only the investors may park their surplus funds in this category.
- To reduce the charges for motivating more investors.

### TO THE GOVERNMENT

- Reconsidering the reinvestment at the time of withdrawal.
- More amounts of incentive and motivation is refined to attract more investors.
- Government should give minimum guaranteed pension amount for the investor. Then, more investors will come over there.

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**PROTECTION OF WOMEN AGAINST DOMESTIC VIOLENCE ACT, 2005: A CRITICAL ANALYSIS**

**DR. ARCHANA BHATIA**  
**ASSOCIATE PROFESSOR**  
**DAV CENTENARY COLLEGE**  
**FARIDABAD**

**ABSTRACT**

We are lacking enough to witness the 21<sup>st</sup> century, the modern era. Men and women are doing wonders and creating history. They are becoming role models for their followers. Domestic Violence is suffocating our social development. My question to the nation is why there is a need of such acts. Rather violence at home should be prevented and not cured. Let us join hands and spread awareness about living in peace and harmony with one another. But even if there are a few of those anti-social elements, the law is there to take a good care of them in its own way.

**KEYWORDS**

Domestic Violence Act, 2005, women protection.

**INTRODUCTION**

**D**omestic violence is a pattern of behavior which involves violence or other abuse by one person against another in a domestic setting, such as in marriage or cohabitation.

It can take a number of forms, including physical, verbal, emotional, economic, religious, and sexual abuse, which can range from exquisite coercive forms to marital rape and even domestic murders.

The Protection of Women from Domestic Violence Act 2005 is an Act of the Parliament of India enacted to protect women from domestic violence. It was brought into force by the Indian government from 26 October 2006. It is a civil law meant primarily for protection orders and not meant to penalize criminally.

**REVIEW OF LITERATURE**

**Kausher Shabnam** "The study of Domestic Violence against Women Labor in Indian Society" *Altius Shodh Journal of Management and Commerce*, ISSN 2348 – 8891

Domestic violence is one of the crimes against women linked to their disadvantageous and weak status in the society. It is recognized as the significant barriers of the empowerment of women, with consequences of women's health, their health-seeking behaviour and their adoption of small family. This research is based on the study of women domestic violence inside at home as well as outside of home during their employment and some study of previous research papers with their conclusion. The method used in this is theoretical method and conclusion made after the study of thesis on the study of women labour working during the construction work of any building. The study shows that this is not a recent problem rather it has its deep roots inserted since few decades. The government and voluntary organizations are making efforts towards ending violence against women which will be impossible if a common man is not supportive. The paper is an overview about domestic violence and the author attempts to analyze the data on violence against women. The analysis shows that the women belonging to low socio-economic status are more likely to agree with each of the different reasons justifying wife-beating.

**Leela Visaria** "Violence Against Women in India: Evidence from Rural Gujarat" *Gujarat Institute of Development Studies*

The study based on five villages in Kheda district is a preliminary exploration of the prevalence of domestic violence against women. She correlates violence, the forms of abuse and the reasons given for abuse. The findings of the study dramatically underscore the universality of the experience within homes across age, community, and education. It also points to several interesting dimensions such as the lower incidence of violence among joint families, and the difference in impact of higher educational status of men compared to that of women on levels of violence. It also indicates some of the possible links between the gender division of labor within the household and incidents of violence. The study highlights the lack of options for women in rural communities to address domestic violence. Yet the analysis makes evident the possible points of entry of intervention strategies that would strengthen family and community responses. It provides an important backdrop to the SNTD University and TISS response studies. These two studies provide a critical look at the ongoing efforts by both the government and the non-governmental sectors. Both studies have focused in particular upon the issue of partnership between civil society and the state, which has emerged as a central element in the implementation and monitoring of human rights obligations. The range of responses that have been considered include: 1) judicial and police responses, 2) state welfare policies, 3) sensitization programs conducted within the community and in specific sectors such as the judiciary 4) enabling actions undertaken by the voluntary organizations for economic and social empowerment of women, and 5) support to the individual woman to fight for rights and rebuild her life. A critical outcome from both studies is the development of a typology of this range of responses that is analytically rich and provides a tool to develop criteria for evaluating effectiveness.

**Nishi Mitra** "Best practices among responses to domestic violence in Maharashtra and Madhya Pradesh" *Women's studies unit Tata Institute of Social Science, Mumbai*

The study focuses specifically on the governmental and non-governmental interventions and responses being implemented in the states of Maharashtra and Madhya Pradesh. This study undertakes a non-random, cross-sectional survey of various factors involved in interventions. A qualitative analysis of purposively selected samples of state and NGO responses was also undertaken. Counseling oriented towards preserving family inviolability is found to be a predominant response in the state sector. The non-governmental sector does attempt to extend the range of services provided by offering an array of rehabilitative programs. An issue that Mitra probes is the extent to which the government interventions are contradictory in nature, and in particular whether the efforts at family counseling undermine legal and judicial responses.

**Waghmode R.H., Desai Bhavana and Kalyan J.L.** Domestic "Violence against Women: An Analysis" [www.isca.in](http://www.isca.in)

This study deals with Incidence of Violence against women during 2006- 10 and percentage variation in 2010 over 2009. It reveals that violence against women such as rape, kidnapping and abduction, dowry deaths, torture, molestation, immoral trafficking, indecent representation of women have substantially increased in 2010 compared to 2009. This is a huge thing to get worried about. But we cannot conclude saying that crimes against women have increased in all aspects, because importation of girls, sati prevention, sexual harassment and dowry prohibition have registered lower no of cases in 2010 compared to 2009 which leads to some personal satisfaction that women are getting safer. Number of cases relating to rape and kidnapping and abduction have increased in the year 2010 compared to 2009 i.e. there is a percentage variation of 3.6 % and 15.7 % respectively in 2010 over 2009. Whereas sexual Harassment and Importation of Girls have registered lower no of cases i.e. there is a percentage variation of -9.5% and -25.0 % respectively in 2010 over 2009. Negligible percentage variation of 0.1% of Dowry deaths have occurred.

**OBJECTIVES OF THE ACT**

The study is undertaken in order to undertake the following objectives:

1. To summarize the salient features of the PWDVA, 2005.
2. To identify loopholes in the PWDVA, 2005.
3. To provide suggestive measures to strengthen the PWDVA, 2005.

**RESEARCH METHODOLOGY**

Primary and Secondary data are being used in the study. A structured questionnaire was got filled up from 30 lawyers from Delhi handling cases of domestic violence. Out of 30 lawyers, 12 were female and 18 were males. 17 lawyers were under the age group of 45 and 13 were above 45 years. 11 lawyers had as experience of more than 10 years whereas 19 lawyers were having less than 10 years of experience. The various web resources, research articles in journals, the online version of the PWDVA, 2005, etc were consulted as secondary sources.

**SALIENT FEATURES OF THE ACT**

Primarily meant to provide protection to the wife or female live-in partner from domestic violence at the hands of the husband or male live-in partner or his relatives, the law also extends its protection to women living in a household such as sisters, widows or mothers. Domestic violence under the act includes actual abuse or the threat of abuse whether physical, sexual, verbal, emotional or economic. Harassment by way of unlawful dowry demands to the woman or her relatives would also be covered under this definition.

The salient features of the Protection of Women from Domestic Violence Act, 2005 are as follows:

- The Act seeks to cover those women who are or have been in a relationship with the abuser where both parties have lived together in a shared household and are related by consanguinity, marriage or a relationship in the nature of marriage, or adoption; in addition relationship with family members living together as a joint family are also included. Even those women who are sisters, widows, mothers, single women, or living with them are entitled to get legal protection under the proposed Act.
- "Domestic violence" includes actual abuse or the threat of abuse that is physical, sexual, verbal, emotional and economic. Harassment by way of unlawful dowry demands to the woman or her relatives would also be covered under this definition.
- One of the most important features of the Act is the woman's right to secure housing. The Act provides for the woman's right to reside in the matrimonial or shared household, whether or not she has any title or rights in the household. This right is secured by a residence order, which is passed by a court. These residence orders cannot be passed against anyone who is a woman.
- The other relief envisaged under the Act is that of the power of the court to pass protection orders that prevent the abuser from aiding or committing an act of domestic violence or any other specified act, entering a workplace or any other place frequented by the abused, attempting to communicate with the abused, isolating any assets used by both the parties and causing violence to the abused, her relatives and others who provide her assistance from the domestic violence.
- The draft Act provides for appointment of Protection Officers and NGOs to provide assistance to the woman w.r.t medical examination, legal aid, safe shelter, etc.
- The Act provides for breach of protection order or interim protection order by the respondent as a cognizable and non-bailable offence punishable with imprisonment for a term which may extend to one year or with fine which may extend to twenty thousand rupees or with both. Similarly, non-compliance or discharge of duties by the Protection Officer is also sought to be made an offence under the Act with similar punishment.

While "economic abuse" includes deprivation of all or any economic or financial resources to which the victim is entitled under any law or custom whether payable under an order of a Court or otherwise or which the victim requires out of necessity including, but not limited to, household necessities for the aggrieved person and her children, if any, stridhan, property, jointly or separately owned by her, payment of rental related to the shared household and maintenance and disposal of household effects, any alienation of assets whether movable or immovable, valuables, shares, securities, bonds and the like or other property in which the victim has an interest or is entitled to use by virtue of the domestic relationship or which may be reasonably required by the victim or her children or her stridhan or any other property jointly or separately held by the victim and prohibition or restriction to continued access to resources or facilities which the victim is entitled to use or enjoy by virtue of the domestic relationship including access to the shared household, "physical abuse" means any act or conduct which is of such a nature as to cause bodily pain, harm or danger to life, limb, or health or impair the health or development of the victim and includes assault, criminal intimidation and criminal force.

**FINDINGS OF THE STUDY****LOOPHOLES OF THE ACT**

1. There is greater inconsistency in the implementation of the Domestic Violence Act 2005 amongst different states. For instance, Maharashtra state has appointed 3687, protection officers, Assam had only 27 on its rolls and only 25 in Gujarat.
2. There are discrepancies about how qualified the protection officers were. According to a study, for instance, the majority of protection officers do not have a background in social work or law.
3. A major loophole exists regarding the status of the protection officer. They were in actuality government officials from various departments vested with this additional charge. This affects their capacity to intervene effectively.
4. Collecting relevant data proved to be a major challenge. For example, orders from the lower courts, where all the applications under PWDVA are filed, are not available for analysis, despite repeated requests to the Chief Justice of India.
5. Five petitions challenging the PWDVA violate the constitutional right to equality as it provides relief only to women.
6. Inadequate budgetary allocation and lack of proper infrastructure to implement the PWDVA also is a major drawback.
7. Medical profession does not really acknowledge domestic violence as a public health issue despite the fact that it is a stakeholder in the PWDVA, along with police and judiciary.
8. The main users of the PWDVA are married women which means that domestic violence is recognized in a non-marital situation or not seen as a problem capable of legal resolution.
9. The court or legal procedure is difficult for the victim and there is lack of proper protection of them provided by the authority.
10. Justice is often delayed (mentioned time period is 60 days)
11. Majority of protection officers are males but victims are females. Hence more female protection officers are needed.

A few statement questions were asked and the respondents rated their perception on a five point scale ranging from 1 to 5 (1-Strongly disagree and 5-Strongly Agree). The responses are analyzed as follows:

- The mean value of the statements "Domestic Violence is satisfying the need of the hour" and "Women are misusing the domestic violence act during disputes" was 3.12 and 3.37 respectively. This clearly indicates the fact that the respondents show a neutral attitude on these statements i.e. neither the respondents agree with these statements nor do they completely disagree.
- The mean score for the statement "Domestic Violence Act differs from the provision of Section 498 A of the Indian Penal Code" was found to be 4.07 indicating that the respondents in general agree with the statement that there are differences between the provisions of the Domestic Violence Act, 2005 and Section 498 A of the Indian Penal code. Rather it would not be wrong to conclude that the PWDVA, 2005 is a modified version of the Section 498 A of IPC.
- For the statements "Domestic violence act is looked as a criminal law handling instrument", "Domestic Violence Act is providing rapid and flexible relief to the victim and "Domestic Violence Act is an ideal gender law". The mean score compiled were 2.48, 2.65 and 2.23 respectively. This throws light on the fact that the PWDVA, 2005 is generally a civil law tool rather than a criminal law one. Also the respondents are of the opinion that the victim is not been provided with quick relief which supports the statement that "Justice delayed is justice denied". The act also created a notion that in general the women are the victim strata of the society therefore it cannot be treated as an ideal gender law.

- For the statement "There is greater variability in the implementation of the law amongst different states", the mean score were found to be 4.12. These responses show that impartiality in the implementation. This act amongst different states and this is also supplemented through the secondary data as well.

### SUGGESTIVE MEASURES TO STRENGTHEN PWDVA, 2005

Based on the primary and secondary data used in the study, the following suggestive measures are hereby recommended to strengthen the PWDVA, 2005.

1. Regional disparities in the appointment of the Protection Officers in different states should be worked out after through consultation.
2. The basic qualification to be possessed by the Protection Officers must also be fixed.
3. The status of these Protection Officers should not be intermingled with any other government department and must be entrusted duties only under PWDVA, 2005.
4. Adequate budget and infrastructure must be allocated for smooth the smooth implementation of the Act.
5. Domestic Violence must be recognized as a public issue
6. Awareness must be spread among the availability of the Act even for unmarried people and not only as a tool for the married ones.
7. The legal procedure under the Act should be simplified for it to be used by the victims and also effective steps should be taken for prompt decisions.
8. More of the female Protection Officers should be employed.

### CONCLUSION

We are lucky enough to witness the 21<sup>st</sup> century, the modern era. Men and women are doing wonders and creating history. They are becoming role models for their followers. Domestic Violence is suffocating our social development. My question to the nation is why there is a need of such acts. Rather violence at home should be prevented and not cured. Let us join hands and spread awareness about living in peace and harmony with one another. But even if there are a few of those anti-social elements, the law is there to take a good care of them in its own way.

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**TACIT KNOWLEDGE MANAGEMENT: A REVIEW**

**SUBASHINI R**  
**ASST. PROFESSOR (SG)**  
**DEPARTMENT OF TECHNOLOGY MANAGEMENT**  
**VIT UNIVERSITY**  
**VELLORE**

**VELMURUGAN G**  
**PROFESSOR**  
**SSL**  
**VIT UNIVERSITY**  
**VELLORE**

**ABSTRACT**

*Tacit knowledge has tremendous value when made available to the right people at the right time. A precondition to activate tacit knowledge is to make sure that the leader is able to identify the relevant tacit knowledge in the organization. The identification of tacit knowledge is often heavily hindered, but is made possible through the scope of personal contacts, Brainstorming sessions, social contacts, reservoirs of experiences and many more. This paper moves towards an understanding of the effective methods of tacit knowledge. We begin with the definition of knowledge and then discuss explicit, tacit knowledge. The leadership enriched culture and tacit knowledge is discussed as an integrated framework. Finally, we engage this model to begin the exploration of the role of leadership with respect to the utilization of tacit knowledge methods that result in high firm performance.*

**KEYWORDS**

leadership enriched culture, tacit knowledge, techniques, performance

**1. INTRODUCTION**

Knowledge management (KM) has become an important success factor for organizations. Knowledge which is new to an organization has to either be invented internally, or acquired from external sources. There are two types of knowledge: explicit knowledge and tacit knowledge (Nonaka et al. 2000) and other authors such as Hall and Andriani (2002) describe explicit knowledge as what can be embodied in a code or a language and as a consequence it can be communicated, processed, transmitted and stored relatively easily. It can be shared in the form of data, scientific formulae, manuals and such like. In contrast, tacit knowledge is personal and hard to formalise – it is rooted in action, procedures, commitment, values and emotions etc. Tacit knowledge is not codified, it is not communicated in a 'language', and it is acquired by sharing experiences, by observation and imitation (Hall & Andriani 2002). Knowledge is created through interactions between tacit and explicit knowledge and not from either tacit or explicit knowledge alone (Nonaka et al. 2000). Compared to the work on explicit knowledge, the management of tacit knowledge is relatively unexplored. Knowledge sharing between employees requires communicating tacit knowledge. Unfortunately, it is difficult to be communicated in a formalized way like, for instance, through language. In well functioning teams sharing of tacit knowledge occurs through "the establishment of shared understanding" (Becerra-Fernandez & Sabherwal, 2001) and through practice itself (Brown & Duguid, 1999). Nonaka and Konno (1998) distinguish two dimensions of tacit knowledge: the technical dimension, i.e. the "know-how", and the cognitive dimension, i.e. beliefs, ideals, values, mental models, schemata. "While difficult to articulate, this cognitive dimension of tacit knowledge shapes the way we perceive the world" (Nonaka & Konno, 1998). The cognitive dimension is termed mental models by Senge (1996). Knowledge creation and conversion lie between the tacit and explicit forms. Tacit knowledge is actionable, and therefore most valuable, and much recent attention has focused on the importance of tacit knowledge for sustaining competitiveness (Lam, 2000). It is also the most important basis for the generation of new knowledge. In their often-referenced work on innovation and knowledge creation, Nonaka and Takeuchi (1995) posit that organizational knowledge is created through a continuous and dynamic interpersonal interaction between tacit and explicit knowledge (Stenmark, 2000). They also emphasize in their work that there are four modes in which organizational knowledge is created through the interaction and conversion between tacit and explicit. These are socialization, externalization, combination, internalization (Weichoo, 1998).

**2. KNOWLEDGE MANAGEMENT LITERATURE**

Increasing product / service complexity, rapidly decreasing product / service life cycle, globalization, increasing prominence of virtual organizations, and customer orientation are developments that require a thorough and systematic management of knowledge within an organization and among several cooperating organizations. Knowledge Hierarchy, Information Technology, Knowledge-Based Systems and Knowledge Management Life cycle are the four concepts in the KM literature.

**2.1. KNOWLEDGE HIERARCHY**

Data: Data may be viewed as some disconnected collection of facts about a domain.

Information: Data that are given meaning through relational connection.

Knowledge: This is a useful collection of appropriate information.

Wisdom: To judge and by so doing produce understanding where there was no previous understanding.

**2.2. INFORMATION TECHNOLOGY**

Database management systems (DBMS), data mining (DM), data warehouses (DW), group wares (GW), intranets, extranets are the most common information technologies (ITS) used in support of KM. Virtually all ITS currently applied in KM abstract at data level and not knowledge level. We catch data flow and not the flow of knowledge. Unfortunately, knowledge continues to be unevenly distributed in the organization. Instead, KM must be supported by ITS such as knowledge mining, knowledge capture and discovery, knowledge filtering, knowledge warehousing, ontology establishment and development and intelligent agents. Simply put, ITS in support of KM must abstract at knowledge level.

**2.3. KNOWLEDGE-BASED SYSTEMS**

The knowledge-based systems (KBS) such as expert systems and intelligent agents are fairing much better than extant ITS applied in KM. For instance, much of the KBS are predicated on the capture, formalization, and application of strong domain knowledge. There is optimism that future KBS will adequately cover the six stages of KM life cycle.

**2.4. KNOWLEDGE MANAGEMENT LIFE CYCLE**

Nissen et al. (2000) observe a sense of process flow or a life cycle associated with knowledge management. Integrating their survey of the literature, (e.g., Gartner Group 1998, Davenport and Prusak 1998, Nissen 1999), they synthesize an amalgamated KM life cycle model.

TABLE 1: KNOWLEDGE MANAGEMENT LIFE CYCLE MODELS

Model	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Despres& Chauvel	Create	Map/bundle	Store	Share/Transfer	Reuse	Evolve
Gartner Group	Create	Organized	Capture	Access	Use	
Davenport& Prusak	Generate		Codify	Transfer		
Nissen	Capture	Organize	Formalize	Distribute	Apply	
Amalgamated	Create	Organize	Formalize	Distribute	Apply	Evolve

Source: Nissen, 2002

The Amalgamated Model integrates the key concepts and terms from the four life cycle models. The Amalgamated Model is more complete with its beginning at the creation step. Of the six phases in KM Life Cycle, only knowledge organization, formalization, and distribution seem to be effectively supported by current ITs (Nissen, 2002). Knowledge management (KM) is premised on the cyclic process of Tacit knowledge (TK) creation, conversion of TK to Explicit knowledge (EK) and the conversion of EK to TK.

### 3. LEADERSHIP ENRICHED CULTURE FOR A PERFECT TODAY

Organizational Culture or corporate culture comprises the attitudes, experiences, beliefs and values of an organization. It has been defined as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization". To survive and succeed in exercising leadership, leaders must also work as closely with opponents as they do with supporters. In fact, opponents deserve more of attention not only as a tactic of strategy and survival but also sometimes as a matter of compassion. The leader needs to create a holding environment. The leadership pattern has a great influence on the organizational culture. It is the leader who frames the organizational culture. The leader should include the following elements to enhance the organizations reputation in the global arena.

1. The Paradigm: What the organization is about; what it does; its mission; its values.
2. Control Systems: The processes in place to monitor what is going on.
3. Organizational Structures: Reporting lines, hierarchies, and the way that work flows through the business.
4. Power Structures: Who makes the decisions, how widely spread is power, and on what is power based?
5. Rituals and Routines: Management meetings, board reports and so on may become more habitual than necessary.
6. Stories and Events: Convey a message about what is valued within the organization

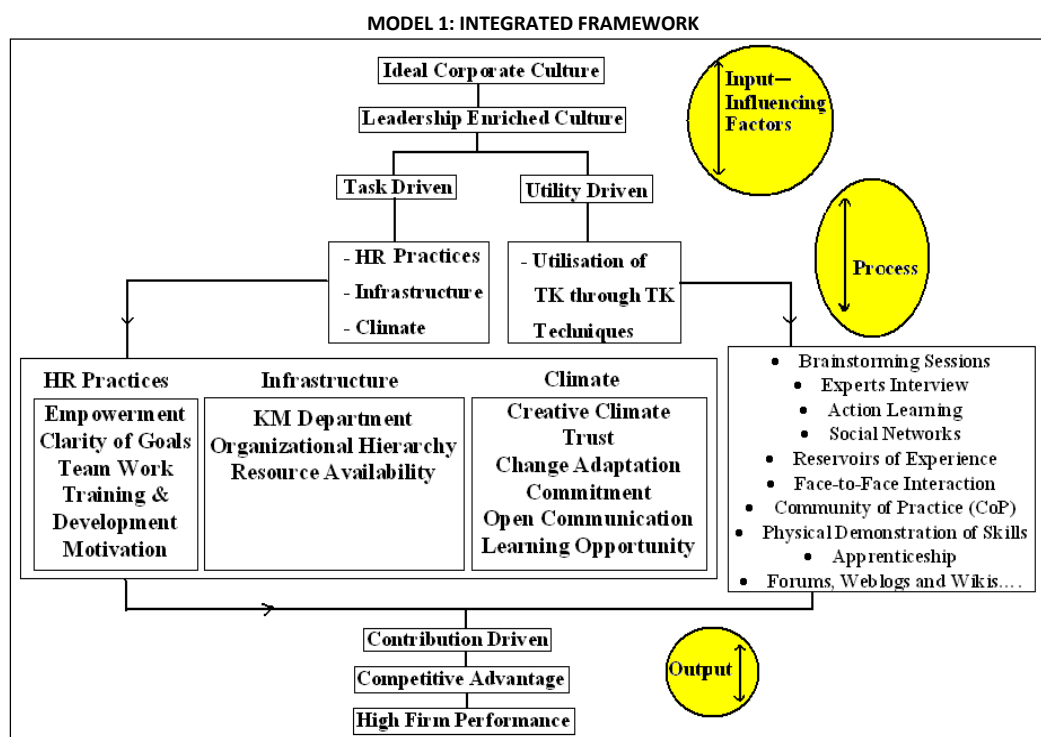
### 4. LEADERSHIP ENRICHED CULTURE, TACIT KNOWLEDGE, FIRM PERFORMANCE: AN INTEGRATED FRAMEWORK

Under Leadership Enriched Culture, the leader's vital elements should be (i) Commitment (ii) Clarity of goals (iii) Utilisation of Tacit knowledge. The extent of effectiveness depends upon the extent of these three factors--Commitment being the more dominant factor between the three. The leader who is high on commitment and clarity could change from one style of leadership to another and anywhere in that continuum, depending upon the need of the task / mission and the goals and sub-goals she/he has to achieve. The effective leader is effective because he is committed to the task and is clear about how to achieve it. The same leader may not be effective in another task if he does not know how to utilise the intellectual assets and their tacit knowledge. Thus, leadership is task and utility based, having a relationship with the factors of Commitment, Clarity of goals and utilisation of tacit knowledge. Indian companies such as Tata's, Infosys, Ranbaxy are wonderful examples for a dynamic leadership enriched culture. They have always set a standard for the other organizations.

Tacit knowledge has tremendous value when made available to the right people at the right time. A precondition to activate tacit knowledge in the innovation process is to make sure that one is able to identify the relevant tacit knowledge in the organisation.

Tacit knowledge enables an increased perception of ideas. Therefore, it stimulates creativity and has a positive effect on business activities. The identification of tacit knowledge is often heavily hindered, but is made possible through the scope of personal contacts (Rüdiger & Vanini 1998) where ideas are sharply critiqued but individuals are respected. Proper utilization of tacit knowledge leads to Innovative ideas. So, effective leadership should pave way for better HR practices, infrastructure, and climate in an organization to capitalize the various techniques of tacit knowledge.

The popular technique for capitalizing on the respective insights and intuitions (tacit knowledge) of a group of individuals is to conduct Brainstorming sessions. It paves ways to set directions and help everyone to understand the problem and clarify the objectives. It encourages cross-fertilization i.e. to combine, synergize and improve upon ideas. It also encourages outside-the-box thinking and active listening. It applies the 80/20 rule and thereby looks through the list of ideas and circles the 20% that will yield 80% of the results thereby leading to full-spectrum thinking.



Source: Compiled by authors

Tacit knowledge exists randomly in society and relates to the context of a specific problem and access is mainly through Social networks. The tacit dimensions of individual knowledge are not publicly available except as embodied in people to be hired, and the tacit dimensions of collective knowledge are woven into the very fabric of an organization. Tacit knowledge can be activated by generating new scientific knowledge, (learning-to-learn), by incorporating new knowledge in the design of a new product, when learning new production methods and improving existing technology through minor improvements based on Learning-by-doing, and based on learning by-using once the new product or process is being used internally in the organisation or by external consumers. Even Confucius has mentioned the importance of LBD by saying, "i hear and i forget; i see and i remember; i do and i understand". Tacit knowledge is a source of competitive advantage. The creativity necessary for innovation derives not only from obvious and visible expertise, but from invisible Reservoirs of experience which need to get vitalized first, before using these in the innovation process. Tacit knowledge can be gained both in and outside the organization. Inside the organisation, by deciding what existing tacit knowledge capabilities the members in the organisation carry themselves and what improvement could be made to build up the accumulated learning of the individuals and, therefore, enhance the tacit know-how competence. Outside the organisation, by trying to gain tacit knowledge and skills from other firms, through recruiting the right individuals with the requisite education or work experience, or by acquiring parts of or whole new companies, or by engaging appropriate consultants or by building networks with other companies. It is made clear that tacit knowledge is gained and vitalised throughout all functions and stages of a company's operations. The key degree of tacit knowledge transfer is Face-to-face interaction, close relationships formed to have informal interaction and physical demonstration of skills. Most of the Asian companies focus on face-to-face collaborative knowledge sharing, use telephone, voice-mail and real-time video conferencing to transfer tacit knowledge. As tacit knowledge is hard to communicate and express in words. So in order to disseminate it in an organization – common ground of communication between particular units, mutual trust, and analogical way of thinking is needed. "The contact zone" therefore is needed, where units can have a direct contact with one another. One of the few ways to make knowledge more accessible is to enable more conversations to take place in online environments such as forums, weblogs and wikis. In this way sharing is easier and more accessible than by more formalised processes and by making these conversations "linky" people can navigate them, point to the good stuff and build up a collective memory of what was useful.

## 5. CONCLUSION AND FUTURE RESEARCH

To conclude, tacit knowledge is highly personal (Polanyi 1966), context-specific (Sternberg 1994) knowledge. The various other forms of creation of Ideas are through Quick Think method, Meta-plan technique or card technique, Morphological analysis. Though tacit knowledge is elusive and difficult to tap as it is socially embedded in the individual, my views is that it can be shared through interaction and cooperation amongst individuals. For this to happen, trust, communication and interpersonal skills as well as mutual commitment are essential. Besides, a socially cohesive environment is necessary for the learning process to take place. Thus, effective utilisation of tacit knowledge techniques in the presence of an efficient leader paves way for competitive advantage and thereby enhances firm's performance. The various other forms of creation of ideas are through Quick Think method, Meta-plan technique or card technique, Morphological analysis, Metaphor-figurative language, analogy, model. To convert tacit knowledge in to explicit knowledge means finding a way to express the inexpressible. The authors recommend additional research to further explore in depth the various attributes that would pave way for Leadership enriched culture for effective utilisation of Tacit Knowledge which in turn leads to sustained organizational performance.

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**A STUDY ON ICT INITIATIVES IN THE SALE OF AGRICULTURAL PRODUCE AT APMC'S IN KARNATAKA**

**NAGARAJU.R**  
**RESEARCH SCHOLAR**  
**D.O.S&R IN COMMERCE**  
**TUMKUR UNIVERSITY**  
**TUMAKURU**

**DR. PRALHAD. P. RATHOD**  
**ASSOCIATE PROFESSOR**  
**DEPARTMENT OF STUDIES IN M.B.A**  
**VISVESVARAYA TECHNOLOGICAL UNIVERSITY**  
**BELAGAVI**

**ABSTRACT**

*Agriculture is different from industry and plays a significant role in the economic development of a nation. India's prosperity depends upon the agricultural prosperity. There are many kinds of agricultural products produced in India and the marketing of all these farm products generally tends to be a complex process. Agricultural marketing involves many operations and processes through which the food and raw materials move from the cultivated farm to the final consumers. Agriculture provides goods for consumption and exports and manufacturing sectors. The suitable marketing system should be designed so as to give proper reward or return to the efforts of the tiller of the soil. Agricultural marketing plays an important role in Indian agriculture in general and farmer's economy in particular. The use of information technologies provides transparency in agri-business and making appropriate decisions in marketing of agricultural produce. The study was conducted in APMC Market Yards in Karnataka with an objective to identify and assess the extent of use of Information communication technologies (ICTs) in marketing of agricultural commodities and also to investigate the nature and extent of economic benefits by use of ICTs to farmers and other stakeholders in marketing of agricultural commodities.*

**KEYWORDS**

information communication technology, agricultural marketing, produces, prices and decision making.

**INTRODUCTION**

Agricultural Marketing is an area for the "second generation" of green revolution problems. Indian Marketing is undergoing a significant metamorphosis because of economic liberalization and globalization. The successes of marketing strategies and macro-economic policies in developing countries are influenced by availability of Infrastructure development, which plays a significant factor in present era of marketing. Further, the market efficiency mainly depends on organization and structure of the market. The structural features of the market reflect the relative degree of concentration of market power in favour of buyers or sellers which influence the market conduct and performance.

In past, agriculture was driven by bid, at present it is driven by command using technological interventions in the marketing process. But, the monetary potential of technology use in agriculture is not yet recognized. Though Information Technology (IT) revolution, aided by the revolt in telecommunication has helped in not only market information system but also has changed the nature of market functioning altogether by making several intermediaries redundant, reducing the cost of information, lowering the transaction cost and increasing the competition.

Farmers have instigated to perceive marketing rather than production as the major constraint to enhancing farm incomes. Markets are the means of either prosperity or distress for the farmers. These are the places where the farmers' fate for the crops they have grown is decided. Hence, the government does everything possible to ensure that the farmers realize a better return for their produce. In addition, Enactment of Model APMC Act, linking of all APMCs with National Information Network (NIC-NET) to provide the speedy and timely dissemination of market information to the growers, separate web portals for dissemination of market information, etc., is some of the efforts of the govt. In order to render the marketing systems more efficient, government has introduced electronics devices into market mechanism in some markets for bringing more transparency in the markets. ITCs have been used for transmission of information in various industries. However, their uses in agricultural markets are relatively low. With this backdrop, the present study is an attempt to assess the use of electronic devices being introduced in the regulated market e-tendering mechanism Computerization of Activities. Implementation of Development works through e-tendering process, Market Information System-Trading through Spot Exchanges. Etc. and their utility to different stakeholders in APMC Market yards in Karnataka.

**OBJECTIVES OF THE STUDY**

1. To provide competitive price for farmers produce, correct weighment and immediate payment
2. To provide basic infrastructure facilities for trade of notified agricultural commodities.
3. To implement welfare programmes for farmers and shramiks

**METHODOLOGY**

The research is based on purely secondary data; it's an exploratory and descriptive in nature. The secondary data is collected from review of researches, websites and other reports.

**INTRODUCTION OF ELECTRONIC TENDER SYSTEM IN KARNATAKA - APMC ROLE****HISTORY**

The Karnataka Agricultural Produce Marketing (Regulation) Act 1966 has been enacted to provide a uniform law relating to the better regulation of buying and selling of Agricultural Produce and the establishment of Markets for Agricultural Produce throughout the State. The Act has been enacted & given effect to from 1-5-1968 by repealing and replacing the following Acts which were in force in the several areas:

1. The Bombay Agricultural Produce Markets Act, 1939 (Bombay Act, 22 of 1939 as in force in Bombay area.)
2. The Madras Commercial Crops Markets Act, 1933 (Madras Act, 20 of 1933) as in force in the Madras area and as in force in Bellary District.
3. The Coorg Agricultural Produce Markets Act, 1956 (Coorg Act, 7 of 1956) as in force in Coorg District.
4. The Hyderabad Agricultural Produce Markets Act, 1939 F (Hyderabad Act, 2 of 1939 F) as in force in Hyderabad area.
5. The Mysore Agricultural Produce Markets Act, 1939 (Mysore Act, 16 of 1939) as in force in Mysore area
6. A Market at Baillahongal was established under the Bombay Agricultural Produce Markets Act, during 1936 and at Tiptur under The Mysore Agricultural Produce Marketing Act, during 1948 in the State. Department of Agricultural Marketing which was earlier and unit of the Co-operation Department started functioning as an independent department during the year 1972.

**OBJECTIVES**

Through Agricultural Produce Market Committees, establishment of Market Yards, submarket yards and developing and maintaining the market yards and sub market yards. Enforcing the regulatory measures in respect of sale and purchase of Agricultural produce brought by the Agriculturist to the market yards, providing a platform to ensure competitive prices, correct weighment, payment and creating an exploitation free atmosphere by preventing illegal activities in the marketing of agricultural produce. Regulating the activities of warehouses by enforcing the licensing conditions, establishment and maintenance of laboratories for the purpose of grading of agricultural produce in the State.

**FUNCTIONALITIES**

The Director of Agricultural Marketing is an officer appointed by the State Government to exercise or perform such of the powers or functions of the Director of Agricultural Marketing under the provisions of the Act or Rules. Accordingly, declaration of market yards, market sub-yards, sub-market and sub-market yards, superintendents, direction and control of elections, disqualification of sitting member, motion of no confidence, vacancy in the office of chairman and vice chairman, Bye-laws, appointment of officers and staff to the market committees, grant / renewal of license of private market yard, farmer-consumer market, direct purchase, appellate authority, control over the market fund etc, are monitored and implemented in accordance with the provisions of the Act and Rules.

**REGULATION**

- Introduction of electronic weighing scales in all the markets for weighment of farmers' produce.
- Adoption of competitive system of sale like auction and tender systems in the markets to ensure competitive price for farmers' produce.
- Introduction of electronic tender system of sale in 45 APMCs.
- Issue of transport permits on line and given to commission agents.
- Account settlement slip to be prepared in triplicate by commission agents; one to be paid to farmer, one to APMC and the other for himself.
- Payment to be made to farmers by commission agents or traders after sale on the same day. In case of delay 1% per day to be paid as interest upto 5 days. After that licence will be cancelled and legal proceedings will be initiated.
- Commission to the agents to be paid by the trader and not the farmer. At present commission is 1.5 % of all commodities, 1% for vegetables and Rs. 5/- per head of cattle, Rs. 1/- per head of sheep and goat.

**DEVELOPMENT**

- Action plans are prepared every year and infrastructure facilities are provided in the market yards.
- Markets are developed from APMC funds, assistance under National Horticulture Mission Scheme, DMI Scheme for infrastructure development, grading and quality improvement, ASIDE scheme, RIDF scheme, RKVY Scheme, etc.

**WELFARE ACTIVITIES**

- Raith Sanjeevini Accident Insurance Scheme: Compensation of Rs. 50,000 is paid to farmer or his family member in case he/she meets with accidental death and a maximum of Rs. 15,000/- depending on the extent of disability, in case of permanent disability, while doing agricultural or marketing operations. So far Rs.25.81 crores is given to 8,304 beneficiaries.
- Janashre Bima Yojana: The hamals, weighmen, cartmen working in APMCs under the licence are insured for natural or accidental death or permanent disability. A compensation of Rs. 30,000 for natural death and Rs. 75,000/- for accidental death or disability is given through LIC. The premium of Rs.100/- per person is paid by the concerned APMC. So far Rs. 4.49 lakhs is given as compensation to 1,640 members.

**ICT INITIATIVES**

- Electronic Tender System of Sale.
- Computerization of Activities.
- Implementation of Development works through e-tendering process.
- Market Information System.
- E-Trading through Spot Exchanges.

**MANUAL TENDER SYSTEM OF SALE AND OPERATIONAL PROCEDURE OF E-TENDER SYSTEM OF SALE**

- The licensed trader who is interested to buy the commodity will be given a unique code number and a password.
- The trader who is interested to buy the commodity will inspect the commodities displayed in the yard and quotes his prices through the computer system he is having in his shop or through the kiosks where these computers are established in different places in the yard.
- In this way the rates quoted by different traders for different commodities will be collected at the central server located in the APMC office which is connected to the input systems located in different places in the market yard either through cable or satellite.
- The rates once quoted by a trader cannot be reduced. However, if he wants to increase the rates quoted, he can do so.

**ELECTRONIC TENDER SYSTEM OF SALE AND COMPUTERATION OF TRANSPORT PERMITS**

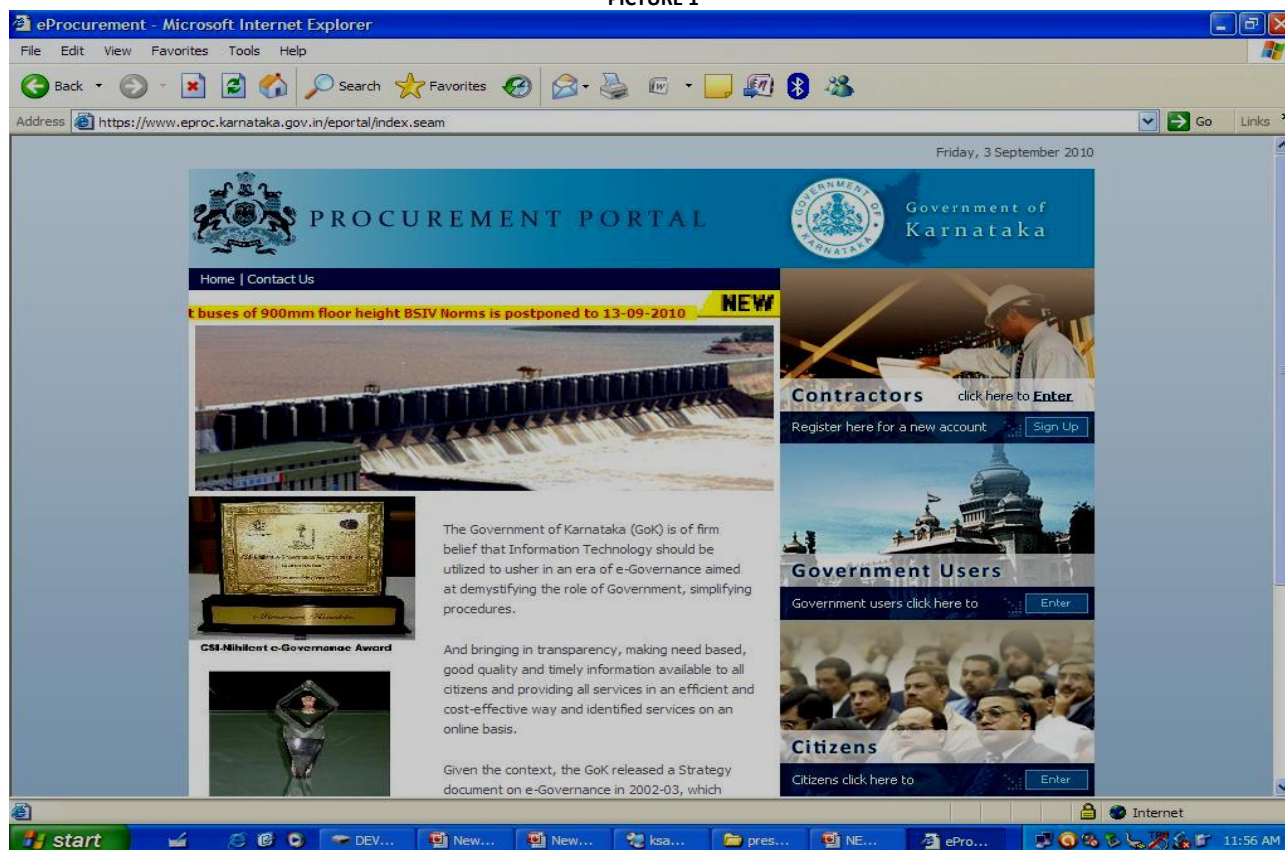
- Special initiative to issue permission for transportation of traded notified commodities.
- Earlier APMC staff used to issue the permit. Now traders themselves can generate trade permits.
- The system has brought in transparency and accuracy in stock and transport.
- Reduced the number of staff required for the job.
- Information is made available online.
- Helped avoid evasion from payment of market fee.
- Avoided mal practices by the traders and staff.

**IMPLEMENTATION OF DEVELOPMENT WORKS THROUGH E-TENDERING PROCESS**

- Developmental works are implemented through e-procurement, an initiative of e-Governance Department, GOK. Now there is more competition in tender and sometimes the rates quoted are below scheduled rates.



PICTURE 1



#### MARKET INFORMATION SYSTEM IN KARNATAKA

- On line Market Information Service through <http://krishimaravahini.kar.nic.in> About 7 lakh hits are recorded
- Toll free telephone 1800-425-1552 to provide market information. About 60,000 farmers got the information during the last 2 years
- About 60,000 farmers have registered for Market SMS

#### MARKET INFORMATION SYSTEM IN KARNATAKA

- ✓ Electronic Display Boards have been installed for dissemination of information on prices and arrivals of commodities in all the APMCs in the State for the benefit of farmers and users of the market.

#### CAPACITY BUILDING

- Regular training and extension programmes are conducted to various market stakeholders including farmers, officials, elected representatives of the people, etc.
- Marketing extension through radio, television, press, monthly magazine, farmers contact programmes, exhibitions, publications, workshops, seminars, etc.

#### IMPLEMENTATION OF PROVISIONS OF MODEL ACT

- The major provisions of the Model Act of Govt of India are incorporated in KAPM (R&D) Act and Rules.
- Single licenses are issued to 292 persons.
- License is issued to 3 companies for establishment of private markets.
- For the establishment of direct purchase centers 9 licenses are issued.
- For establishment of Spot Exchanges 3 licenses are issued.
- Provisions are made for contract farming and farmer-consumer market.
- Grading and standardization of commodities like food grains; cotton, etc are done by establishing laboratories.

#### CONCLUSION

This Study centers on the use of electronic and communication technologies in marketing of agricultural commodities in APMC Market yards, Karnataka, India. The study clears out that, there was no direct benefit was observed by means of use of electronics and communication technologies in markets, either to the traders or other market functionaries in the study area. Additional, it also indicated that, the illiteracy of farmers and limited access or no access to electronic devices awareness makes the web portals redundant for them. Hence, the use of electronics devices in the markets can only reduce the marketing process. Nevertheless, the Electronic balance/scale, electronic display and use of computers for tendering were the only few electronics devices used in the regulated markets. Further, selling operation time had reduced considerably in these markets due to the use of e-balance and the e-tendering process. The study also points that, the payments to the farmers were made between one and 15 days in all the markets. Thus these electronic equipments had no direct impact on the price mechanism but alleviated the buying and selling processes. Hence, the study suggests that, there is an immediate need to introduce/put to use the electronic display boards, TV display in these markets for the benefit of farmers and suggest that, there is an immediate need to conduct some awareness programmes and also training programmes in rural areas for creating awareness about electronic-tendering to farmers.

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**ETHICAL WORKPLACE CULTURE: A KEY TO EMPLOYEE SATISFACTION**

**DR. SUPRIYA CHOUDHARY**  
**READER**  
**MAHARAJA SURAJMAL INSTITUTE**  
**DELHI**

**ABSTRACT**

*In the day's globalization, it is highly necessary to understand and also interpret workplace culture. Workplace culture has been considered as one of important core competencies of an organization. Culture influences people in good and bad ways. Culture creates the identity for the organization. The individuals, groups and the organization as a whole are running under its culture although it is almost intangible. In an ideal workplace, structures and relationships will work together around core values that transcend self-interest. Core values will inspire value-creating efforts as employees feel inspired to do what is right, even when the right thing is hard to do. The main aim of research article is to identify strategies for strengthening organizational culture and how to create and sustain an ethical workplace culture. The paper also identifies the common workplace dilemmas that the employees face on regular basis in employment. Thus a study of the workplace culture helps the organizations to formulate policies directed towards enhanced effectiveness of human resources.*

**KEYWORDS**

organizational culture, employee satisfaction, human resources, globalisation.

**INTRODUCTION**

Today's organization is predominantly dynamic as it poses large opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamism is very crucial to pursue the organizational strategic objectives. **Ethics - the values an organization demonstrates in its goals, policies and practices - are the heart of any workplace culture.** And the quality of experience in an organization depends on the quality of its culture. Whether we are employees, customers or clients, a positive culture enlivens and enriches our experience of a firm - and a negative culture diminishes it. Good organizational culture creates good society as well as good citizens. So the impact of culture plays a major contribution in any society. Workplace culture is the "binder" that combines people together and makes them part of the organization experience. A strong corporate culture refers to how broadly and steeply employees hold the company's strong values and beliefs. Organizational culture guides the sense-making process. It aids employees understand what happens and why things happen in the organization. Culture of corporate also makes it simple for them to understand what will be expected of them and to join with colleagues who are well versed with the culture and believe in the organization. People are constantly surrounded by culture. It forms the strong background of working area, colouring everything in an organization. Organizational culture also gives a powerful tool for regulating behaviour by affecting how we attach benefit to our world and how we perceive events.

Employees within an organization make choices and decisions everyday guided by their culture and ethical workplace climate that will impact the overall success of the organization. Employee engagement affects several business outcomes such as customer loyalty, profitability, productivity, employee turnover, and satisfaction.

Organizational culture has been received extraordinary attention ever since the concept was proposed by American scholars in 1980's. By contrast with the management practice in Japanese companies, the concept of organizational culture was proposed and related theories were developed. The academia and managerial practitioners have reached the consensus that organizational culture is the core competency for an organization. It will impact effectiveness or performance of the individuals, the groups and the whole organization. Employee satisfaction reflects the psychological state of the individuals working in an organization. Although it is implicit, it will obviously impact the employee's performance. Organizational culture can have an influence on employee satisfaction. The relationship between them should be clarified in order to provide managerial practitioners with more meaningful guidance to their practices.

**OBJECTIVES OF THE STUDY**

1. To study the strategies for strengthening organizational culture.
2. To identify the ways to create and sustain an ethical workplace culture.
3. To study the models of ethical workplace culture.
4. To explore the ethical practices in organizations and the study of employee ethics.
5. An attempt to study common ethical workplace dilemmas.

**THE IMPORTANCE OF ETHICS IN THE WORKPLACE**

In an organization, workplace behaviour ethics should be a core value. Aside from doing the right thing, conducting ourselves ethically has great rewards and returns. Being ethical is essential to fixing problems and improving processes. It is needed to establish baseline measures and increase efficiencies. Most importantly, it is essential to having strong working relationships with people. On the other hand, covering up our unethical behaviour does the opposite of these important workplace practices and impedes on our ability to grow as leaders, as workers and as people.

**SELF-REFLECTION**

Let's say that I believe that it is important to be an honest person. What do I do when I make an error at work? Do I admit it or do I cover my error and hope that no one finds out? I may rationalize, "If I tell my boss, she will be disappointed in me. I may not get that raise that is coming up next month. There is no harm in not telling her."

We humans tend to weigh the benefits and consequences of our actions and we look for the path of least resistance, where we will suffer the fewest consequences. When we are deciding what to do with our error, we need to ask ourselves, "Do I really value honesty like I say I do? If I am willing to lie to cover up my error, what am I really valuing?" When we lie to cover up our error, we are doing so to protect ourselves from the consequences of our actions. So, what is the greater value to us, honesty or self-protection?

As leaders, the importance of being ethical must be emphasized even more. Leaders must always be cognizant of the fact that they are in a "fishbowl" and how they behave is clearly visible to others. Whatever they do will not only be seen by others, but may be duplicated as well. So how do we ensure that we not only say that honesty is important, but that we "walk the talk?" Here are some important things to consider shore-up your ethics in the workplace so that good behaviour is practiced and encouraged.

**STRATEGIES FOR STRENGTHENING ORGANIZATIONAL CULTURE**

**1. Actions of founders and leaders:** Founders develop the systems and structures that support their personal values. The founder's cultural imprint often remains with the organization for decades. Wal-Mart, the discount retailer, has a deeply embedded customer satisfaction value long after its founder Sam Walton passed

away. Transformational leaders strengthen organizational culture by communicating and enacting their vision of the future. Cultural values are particularly reinforced when leaders behave in ways that are consistent with the vision. James Preston did this when he became CEO of Avon. He dismantled the boys' club culture by promoting women into more senior positions. Today, 44 percent of Avon's senior vice presidents are women.

**2. Introducing culturally consistent rewards:** Reward systems strengthen corporate culture when they are consistent with cultural values. Aggressive cultures might offer more performance-based individual incentives, whereas paternalistic cultures would more likely offer employee assistance programs, medical insurance, and other benefits that support employee wellbeing. Employees at the Atlanta-based home improvement retail chain receive stock incentives which the company hopes will support a value system of customer.

**3. Maintaining a stable workforce:** An organization's culture is embedded in the minds of its employees. Organizational stories are rarely written down; rituals and celebrations do not usually exist in procedure manuals; organizational metaphors are not found in corporate directories. Thus, organizations depend on a stable workforce to communicate and reinforce the dominant beliefs and values. Corporate culture also weakens during periods of rapid expansion or mergers because it takes time for incoming employees to learn about and accept the dominant corporate values and assumptions.

**4. Managing the cultural network:** Organization culture is learned, so an effective network of cultural transmission is necessary to strengthen the company's underlying assumptions, values, and beliefs. The cultural network exists through the organizational grapevine. It is also supported through frequent opportunities for interaction so that employees can share stories and rituals. Company magazines and other media can also strengthen organizational culture by communicating cultural values and beliefs more efficiently.

**5. Selecting and socializing employees:** A good person-organization fit also improves job satisfaction and organizational loyalty because new hires with values compatible to the corporate culture adjust more quickly to the organization. Job applicants are also paying more attention to corporate culture during the hiring process. By diagnosing the company's dominant culture, it is more likely to determine whether its values are compatible with your own. Along with selecting people with compatible values, companies maintain strong cultures through the effective socialization of new employees. **Organizational socialization** refers to the process by which individuals learn the values, expected behaviours, and social knowledge necessary to assume their roles in the organization. By communicating the company's dominant values, job candidates and new hires are more likely to internalize these values quickly and deeply.

FIGURE 1: STRENGTHENING ORGANIZATIONAL CULTURE



## CREATING AND SUSTAINING AN ETHICAL WORKPLACE CULTURE

A well-used axiom in organizational behaviour thought asserts that *values* ultimately drive our *behaviour*. In a nutshell, values exert influence over our attitudes, and attitudes influence our behaviour. Values are integral to attitude formation and to how we respond to people and situations. In practice, six categories of virtuous values are intertwined. For example, the capacity to administer resources fairly and offer fair guidance to stakeholders along the way is supported by courage and integrity. Difficult decisions surrounding the allocation of limited resources leave some individuals and groups with less than they would prefer. The redeeming grace is the perception that such decisions are made with fairness and integrity. Unpopular decisions are easier to accept when they are perceived to be derived fairly and with integrity. Driving ethical behaviour with values and attitudes requires that there be alignment among values, attitudes, and behaviour. Examples of this alignment between each of the virtuous values, associated attitudes, and behaviour are offered in Table 1.

TABLE 1: VALUES → ATTITUDE → ETHICAL BEHAVIOR CHAIN

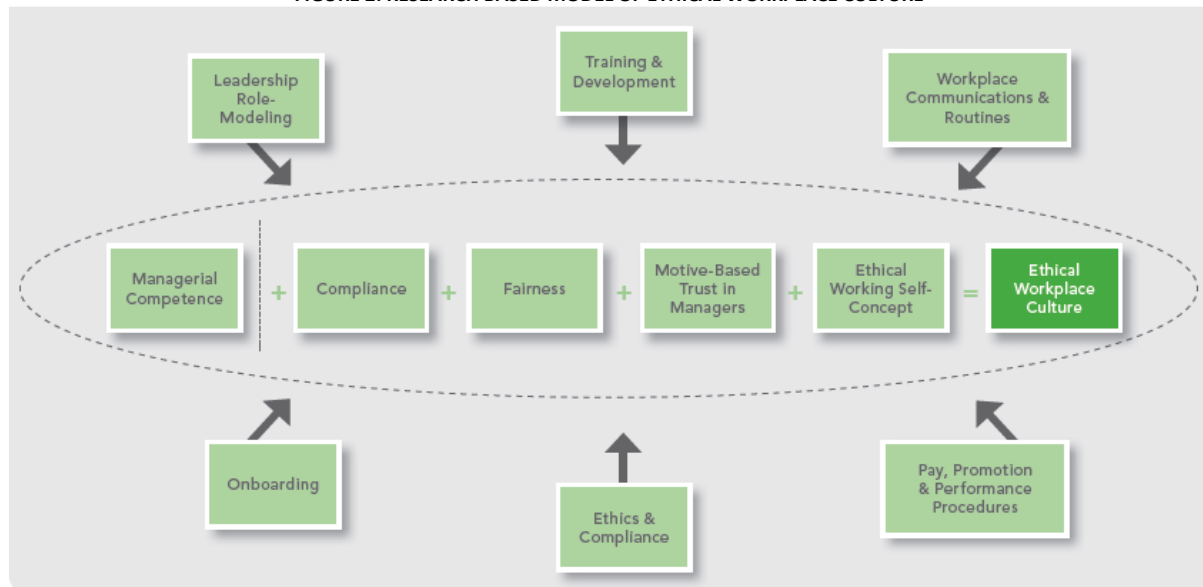
Value	Attitude	Ethical Behavior
Wisdom and Knowledge	Experience promotes wisdom that helps convert information to knowledge.	Using knowledge to solve problems ethically and to do what is right.
Self-Control	Self-control means effectively managing reactions to challenging situations and temptations.	Putting personal motivations aside and acting with objectivity by doing what is right.
Justice	Acting justly and fairly is a long-term driver of ethical behaviour; remember the "Golden Rule."	Establishing just and mutually agreed upon criteria and administering them fairly to all people.
Transcendence	The belief in a power and source outside oneself reduces self-serving actions and increases humility.	Putting institutional and/or stakeholder interests above self interests. Identifying a personal purpose that is aligned with organizational mission.
Love and Kindness	Treating people with kindness helps increase the reservoir of positive affection and love.	Recognizing and encouraging others for their contributions.
Courage and Integrity	Ethics requires the courage to do the right things consistently without regard to personal consequences.	Making unpopular decisions based on fair consideration of the facts.

## ETHICAL WORKPLACE CULTURE: THREE MODELS

The extent to which an organization's managers and leaders leverage the four building blocks discussed above will determine the type of ethical workplace culture they shape. The ethical culture of most organizations falls into one of three models:

- 1. Compliant ethical workplace cultures** promote the minimum ethical standards required by law, regulation and social convention. Concerns about justice and fairness are limited to contractual obligations and commitments, such as respect for employees' rights and respect for employer's property.
- 2. Positive ethical workplace cultures** go beyond the legal bare minimum by ensuring that self-transcending values and expectations are clearly communicated to all managers and employees and by ensuring that all employees adhere to the highest levels of justice and fairness. Furthermore, positive ethical cultures encourage their managers to become role models and to learn from the ethical dilemmas that inevitably arise in conducting business.
- 3. Virtuous ethical workplace cultures** pursue the highest standards and levels of compliance and justice and make adherence to self-transcending values a priority. Ethical values are synonymous with a firm's value-creating, core competencies. Ethics also forms a substantial part of managers' performance evaluations.

FIGURE 2: RESEARCH BASED MODEL OF ETHICAL WORKPLACE CULTURE



Source: SHRM Effective Guideline Practices

### METHODS FOR MANAGING ETHICAL WORKPLACE

Ethical behaviour makes organizations succeed. A business that does not value integrity and does not “walk the talk” of being ethical will find themselves at the bottom of the slippery slope and wonder when and how they crossed the “line”. This is why we need ethics in the workplace.

**1. Define your values:** If you haven’t done so already, define your values and include honesty as a core value. Take your leadership team off on a retreat or use your staff meetings, but make sure that you have clear and visible statements about what is important to your core business principles. Put them up on a poster so that they are visible to all employees. Post them on your website, put them in your policy manual and your employee handbook. And, add them to your performance review process so that you can hold people accountable to them.

**2. If you post, you must practice:** Posting values and then not actively demonstrating them can be very damaging to an organization’s culture. Hold everyone accountable especially your senior management team. Make sure that they are “walking the talk” of ethical behaviour.

**3. Integrate ethical workplace behaviour into performance criteria:** Don’t rate people as “high performers” if they do not practice ethical workplace behaviour. Instill in your leaders that high performance means high integrity. They are not mutually exclusive. Don’t give big raises, promotions, etc. to people who perform “well,” but have questionable ethical behaviour. Don’t let a highly skilled employee hold you “hostage.” Don’t let people get away with bending the rules of appropriate workplace behaviour just because you don’t have a good backup plan for them if they quit and go to your competitor. Make sure you have a succession plan in place for anyone who has a skill that is critical to your success.

**4. Watch out for the “slippery slope.”:** Have you ever used the term, “his behaviour really crossed the line?” Each workplace has a “line” that separates appropriate behaviour from the inappropriate. Organizations get into “hot water” when they define or ignore some unethical behaviour because it is considered to be a “small” issue or “no big deal.” When they do this, they are moving their “line” farther down the slippery slope. Businesses must stand firm on their intolerance of any and all dishonesty and unethical behaviour.

**5. Being above reproach:** Above reproach is the practice of not only staying above the “line,” but staying way above it. Ethical organizations manage perception, as well as reality. They ensure that even those types of behaviour that might look like unethical behaviour are discouraged as well and drive this point with their leadership team.

**6. Getting past self-protective behaviour:** Ethical behaviour is not just about me knowing right from wrong, it is about my willingness to admit it when I have done something wrong and accepting the consequences for my actions. It is about valuing integrity even if it hurts. Good leaders not only practice ethical behaviour themselves, they help people get past looking out just for themselves and seeing the greater good of team and corporate objectives.

### COMMON ETHICAL WORKPLACE DILEMMAS

Most people spend a great deal of their weekdays at their offices or job sites. It’s not surprising, then, that employees face ethical dilemmas there. Several of these dilemmas pop up on a regular basis. With some common sense and a bit of analysis, employees can resolve common workplace dilemmas without losing their jobs or bringing harm to their employer.

#### 1. Conducting Personal Business on Company Time

Because employees tend to spend so much of their weekday hours on the job, they often are tempted to conduct personal business on company time. This can include setting up doctor’s appointments on company phone lines, making vacation reservations using their employer’s computers and Internet connections or even making phone calls for a freelance side business while on company time. At first glance, this ethical dilemma is fairly clear: It is an abuse of your employer to conduct personal business on company time. But there are shades of gray here. What if your spouse calls to tell you that your children are ill? Is it OK for you to schedule a doctor’s appointment? A good rule of thumb is for an employee to check with his manager or human resources supervisors to clarify what counts as an actionable offense in the company.

#### 2. Taking Credit for Others’ Work

Employees often work in teams to create marketing campaigns, develop new products or fine-tune services, yet rarely does everyone in a group contribute equally to the final product. If three members of a five-person team did all the work, do those three members demand to receive proper credit while pointing out that two members of the team did not pull their weight? This is a thorny question. If employees single out their co-workers in a negative light, it could foment resentment. The same thing could happen, however, if all employees accept equal praise even though only a select few did the real work. The best way to resolve this ethical dilemma is to not let it happen. Team members should insist that all employees perform specific tasks to help complete a project.

#### 3. Harassing Behaviour

Employees often don’t know what to do if they see one of their co-workers harassing another employee, either mentally, sexually or physically. Employees may worry for their jobs if they attempt to report a superior for harassment. They may fret that they’ll be labelled a troublemaker if they report co-workers who display inappropriate behaviour toward other employees. The best way to resolve this ethical dilemma rests with the staff members who develop the company’s employee handbook. It is their job to include specific language that spells out that employees won’t be punished for reporting the harassing behaviour or inappropriate actions of their co-workers.

TABLE 2

	Compliance is required with ...	Employees are treated fairly according to the standards of...	Management builds motive-based trust by ...	Formation of an ethical working self-concept by all employees is ...
Virtuous workplace culture	Law & self-transcending ethical values tied to firm's value-creating competencies	Law & self-transcending values tied to firm's value-creating competencies	Evaluating all managers on trust-building behaviors & attributes	Actively fostered and facilitated
Positive workplace culture	Law & self-transcending ethical values	Law & self-transcending ethical values	Encouraging & supporting all managers to model ethics	Encouraged
Compliant workplace culture	Law & social convention	Law & social convention	Chance & ad hoc interactions	Not activated

Source: SHRM Effective Guideline Practices

## CONCLUSION

High ethics creates high trust. High trust creates high performance. Building an ethical workplace culture requires equal skills in policy-making and relationship-building and equal emphasis on procedures and values. Structural concerns like codes, training and clear criteria matter, but so do storytelling, mentoring and presiding over an organization's routines and ceremonies. In an ideal workplace, structures and relationships will work together around core values that transcend self-interest. Core values will inspire value-creating efforts as employees feel inspired to do what is right, even when the right thing is hard to do. The ethics of our workplace cultures matter because the work itself matters and requires the cooperation that only positive, virtuous ethics can sustain. Compliance keeps us out of trouble, but virtuous ethics will create value for our co-workers and for our organization. The job performance of organization has a strong impact of strong organization culture as it leads to enhance productivity. The norms and values of organization based upon different cultures influence on work force management. In an organization strong culture enables to effective and efficient management of work force employees. The net profit in an organization helps in enhancing performance of employees. The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions organizational culture is helpful in improving and providing competitive edge. The employee commitment and group efficiency helps in improving performance based upon organization sustainability. The nature and power of organization culture influence upon sustainability and effective of organization.

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## COMPARATIVE STUDY OF FAME AND SEQUENCE ANALYSIS FOR IDENTIFICATION OF BACTERIA FROM INDUSTRIAL WATER OF KRIBHCO

**N.J. NAIK**  
**MANAGER**  
**DEPARTMENT OF CHEMICAL LABORATORY**  
**KRIBHCO**  
**SURAT**

### ABSTRACT

There have been several systems developed in the past few years for rapid microbial identification. In the present study, two methods (GC FAME analysis and 16S rDNA sequencing) were compared for identification of bacteria. The results when compared, we found that the FAME results are equally similar to that of genotypic sequencing. Five bacterial samples obtained from KRIBHCO plant and were analyzed, wherein FAME analysis, the automated system identified sample 1 to be *Bacillus atrophaeus* with 0.804 SI. The genotypic analysis also showed similar results, after BLAST the organism was identified to be *Bacillus atrophaeus* with 97% identity match. In case of sample 2, FAME analysis identified the organism to be *Pseudomonas aeruginosa* with 0.765 SI and sequencing also identified the organism to be *Pseudomonas aeruginosa* with BLAST showing 98% identity.

### KEYWORDS

Bacteria, FAME, Sequencing, BLAST, Identification.

### INTRODUCTION

Accurate identification of bacterial isolates is an essential task of the clinical microbiology laboratory. For many slow-growing and fastidious organisms, traditional phenotypic identification is difficult and time-consuming. Several commercial systems offer computer-assisted identification of a wide variety of bacterial organisms. The Biolog system (Biolog, Inc., Hayward, Calif.) was evaluated for the identification of strains likely to be encountered commonly in clinical laboratories [1,2], and the gas-liquid chromatography system developed by MIDI, Inc. (Newark, Del.), based on the cellular fatty acid profile. An automated cellular fatty acid (CFA) bacterial identification system, Microbial Identification System was compared with a conventional system for the species level identification of microorganisms. MIS identifications were based exclusively on the CFA composition. The MIS, as the first automated CFA identification system, is an accurate, efficient, and relatively rapid method for the identification of microorganisms [3,4].

Genotypic identification is emerging as an alternative or complement to established phenotypic methods. During the last decade, methods based on the analysis of DNA polymorphisms were added to this list of methodologies, for instance Random Amplified Polymorphic DNA (RAPD) [5], Arbitrarily Primed PCR (AP-PCR) [6] and micro satellite-primed PCR [7]. Polymerase chain reaction-mediated direct sequence determination can also be used as a rapid and reliable method for the identification of isolates in the clinical laboratory [8, 9]. The sequence of small-subunit rRNA varies in an orderly manner across phylogenetic lines and contains segments that are conserved at the species, genus or kingdom level [10, 11]. This method should be useful for increasing the amounts of bacterial 16S ribosomal DNA sequences for the purposes of sequencing and probing. This approach may make it possible to identify new, non-culturable organisms [12, 13]. The amplified segment is sequenced and compared with known databases to identify a close relative. The method is evaluated with respect to accuracy, sensitivity to modified nucleotides in the template RNA, and phylogenetic usefulness, by examination of several 16S rRNAs whose gene sequences are known [8,14]. In the present study, two methods, such as GC-FAME analysis and 16S rDNA sequencing were compared for identification of bacteria.

### MATERIALS AND METHODS

The two cultures were obtained from soil sample and pure cultured onto Trypticase soya broth agar (TSBA) media at 28°C for 24 hours. The fatty acids were extracted and methylated to form fatty acid methyl esters (FAME). These FAME's were analyzed using Gas Chromatography (Agilent 6850 Series II) with the help of MIDI Sherlock software for FAME. Aerobic library was used. For DNA sequencing, the genomic DNA was extracted from the bacterial culture. The bioinformatics analysis was performed using NCBI BLAST (<http://ncbi.nlm.nih.gov/blast>) identifying the microorganism using online databases.

### RESULTS AND DISCUSSION

We have analyzed two microbial cultures obtained from soil using FAME and sequencing approaches. On comparing FAME results with that of sequencing, it was found that both are similar to each other. Figure 1 shows peaks corresponding to the fatty acids identified through FAME analysis of bacterial sample one. The MIDI Sherlock microbial identification system using RTSBA 6 method identified the organism to be *Bacillus-thuringiensis-kurstakii* with 0.74 SI. The sequence analysis also showed similar results (Table 1).

**TABLE 1: BACILLUS-THURINGIENSIS-KURSTAKII SEQUENCE ANALYSIS BY BLAST**

	Max score	Total score	Query cover	E value	Ident	Accession
<a href="#">Bacillus thuringiensis serovar konk</a>	3.524e+05	8.702e+06	78%	0.0	99%	<a href="#">AE017355.1</a>
<a href="#">Bacillus cereus F837/76, complete</a>	3.049e+05	8.440e+06	77%	0.0	99%	<a href="#">CP003187.1</a>
<a href="#">Bacillus cereus 03BB102, complete</a>	3.045e+05	8.527e+06	78%	0.0	99%	<a href="#">CP001407.1</a>
<a href="#">Bacillus anthracis str. H9401, comp</a>	2.403e+05	8.912e+06	80%	0.0	99%	<a href="#">CP002091.1</a>
<a href="#">Bacillus anthracis str. SVA11, compl</a>	2.403e+05	8.887e+06	80%	0.0	99%	<a href="#">CP006742.1</a>
<a href="#">Bacillus anthracis str. Sterne, comp</a>	2.403e+05	8.925e+06	80%	0.0	99%	<a href="#">AE017225.1</a>
<a href="#">Bacillus anthracis str. A0248, comp</a>	2.403e+05	8.924e+06	80%	0.0	99%	<a href="#">CP001598.1</a>
<a href="#">Bacillus anthracis str. Ames Ancest</a>	2.403e+05	8.924e+06	80%	0.0	99%	<a href="#">AE017334.2</a>
<a href="#">Bacillus anthracis str. Ames, compl</a>	2.403e+05	8.924e+06	80%	0.0	99%	<a href="#">AE016879.1</a>
<a href="#">Bacillus anthracis str. A16, complet</a>	2.402e+05	8.923e+06	80%	0.0	99%	<a href="#">CP001970.1</a>
<a href="#">Bacillus anthracis str. CDC 684, cor</a>	2.402e+05	8.933e+06	80%	0.0	99%	<a href="#">CP001215.1</a>
<a href="#">Bacillus anthracis str. A16R, compl</a>	2.402e+05	8.921e+06	80%	0.0	99%	<a href="#">CP001974.1</a>
<a href="#">Bacillus cereus AH820, complete g</a>	2.313e+05	9.346e+06	82%	0.0	99%	<a href="#">CP001283.1</a>



After the completion of BLAST analysis, the organism was identified to be *Bacillus-thuringiensis-kurstakii* with 97% identity match. Figure 2 depicts the chromatogram with fatty acid peaks identified through the FAME analysis of the second bacterial sample. The automated system identified the organism to be *Pseudomonas aeruginosa* with 0.765 SI. The sequence analysis also identified the organism to be *Ps. aeruginosa* with 98% identity match after BLAST (Table 2).

TABLE 2: *PSEUDOMONAS AERUGINOSA* SEQUENCE ANALYSIS BY BLAST

Description	Max score	Total score	Query cover	E value	Ident	Accession
<a href="#">Pseudomonas aeruginosa strain C gene island PAGI-4(C) sequence</a>	63522	63522	100%	0.0	100%	<a href="#">AY258138.1</a>
<a href="#">Pseudomonas aeruginosa plasmid Rms148 transposon Tn4661 DNA, comple</a>	23462	23462	36%	0.0	100%	<a href="#">AB375440.1</a>
<a href="#">Pseudomonas aeruginosa strain PACS88 clone fa1398, complete sequence</a>	23255	23255	36%	0.0	99%	<a href="#">EU595754.1</a>
<a href="#">Pseudomonas aeruginosa PA7, complete genome</a>	23255	54692	93%	0.0	99%	<a href="#">CP000744.1</a>
<a href="#">Pseudomonas aeruginosa strain PACS171b clone fa1386, complete sequence</a>	23254	23254	36%	0.0	99%	<a href="#">EU595748.1</a>
<a href="#">Pseudomonas aeruginosa PA38182, complete genome</a>	22676	59779	96%	0.0	99%	<a href="#">HG530068.1</a>
<a href="#">Pseudomonas aeruginosa UCBPP-PA14, complete genome</a>	20332	60022	97%	0.0	97%	<a href="#">CP000438.1</a>
<a href="#">Pseudomonas aeruginosa SCV20265, complete genome</a>	20325	61291	96%	0.0	97%	<a href="#">CP006931.1</a>
<a href="#">Pseudomonas aeruginosa DK2, complete genome</a>	20194	64969	98%	0.0	99%	<a href="#">CP003149.1</a>
<a href="#">Pseudomonas aeruginosa M18, complete genome</a>	19752	20449	32%	0.0	99%	<a href="#">CP002496.1</a>
<a href="#">Pseudomonas aeruginosa RP73, complete genome</a>	19664	34631	58%	0.0	99%	<a href="#">CP006245.1</a>
<a href="#">Pseudomonas aeruginosa c7447m genome</a>	19642	22656	36%	0.0	99%	<a href="#">CP006728.1</a>
<a href="#">Pseudomonas aeruginosa LES431, complete genome</a>	19640	20336	32%	0.0	99%	<a href="#">CP006937.1</a>
<a href="#">Pseudomonas aeruginosa LESB58 complete genome sequence</a>	19640	20336	32%	0.0	99%	<a href="#">FM209186.1</a>
<a href="#">Pseudomonas aeruginosa PAO1-VE13 genome</a>	19631	22734	36%	0.0	99%	<a href="#">CP006832.1</a>

Species level identification of microbes is possible through MIDI Sherlock microbial identification. Abel and colleagues first suggested that microorganisms could be classified by gas chromatographic analysis [16]. These concepts found application in the form of the Sherlock system. The Sherlock microbial identification system is solely based on computer comparison of the unknown organism's fatty acid methyl ester profile with the profiles of a predetermined library of known isolates with pattern recognition software. Identification of bacteria by conventional methods usually requires 48 h after a discrete colony has been isolated. Two weeks are required for the identification of many slow-growing and fastidious organisms by conventional methods. In some circumstances, no identification can be made after weeks of analysis, even by an experienced technologist [17].

ECL Deviation: 0.006 Reference ECL Shift: 0.016 Number Reference Peaks: 10

Total Response: 442595 Total Named: 414136

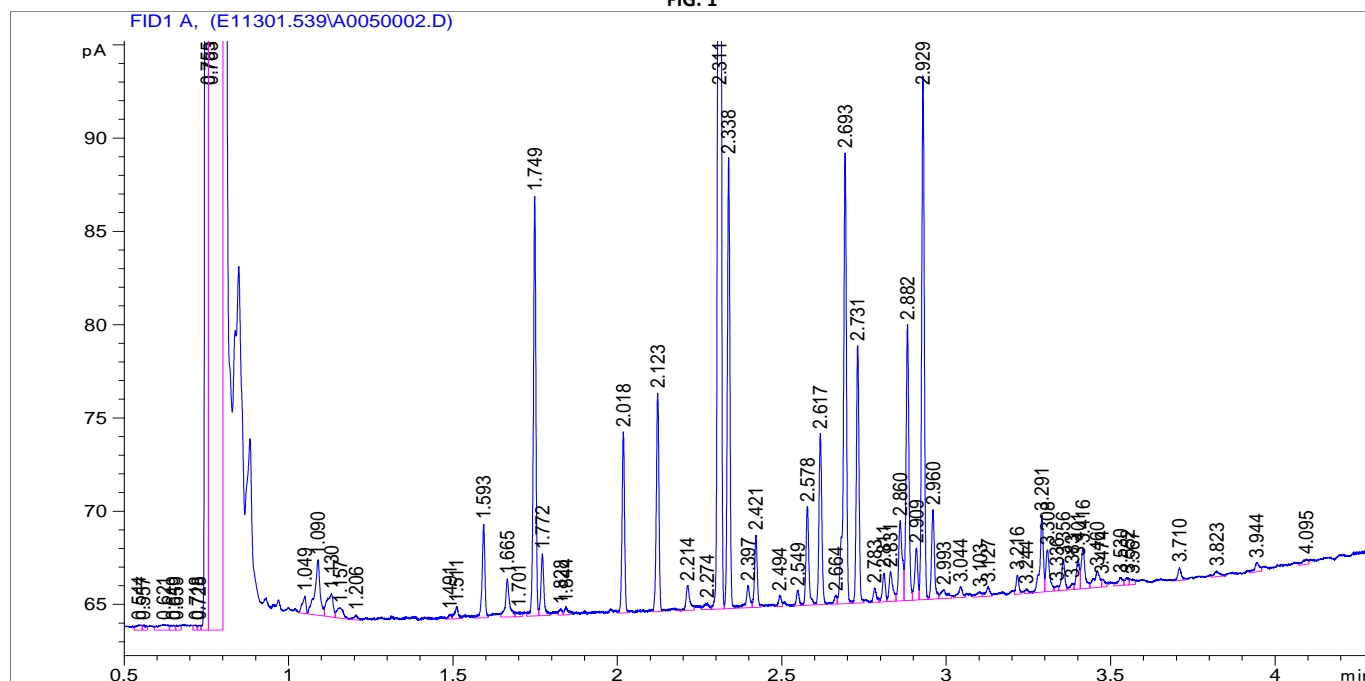
Percent Named: 93.57% Total Amount: 394254

Matches

TABLE 3

Library	Sim Index	Entry Name
RTSBA6 6.00	0.605	<i>Bacillus-cereus</i> -GC subgroup A
	0.370	<i>Bacillus-thuringiensis-kurstakii</i>

FIG. 1



ECL Deviation: 0.006 Reference ECL Shift: 0.007 Number Reference Peaks: 15

Total Response: 1904747 Total Named: 1791748

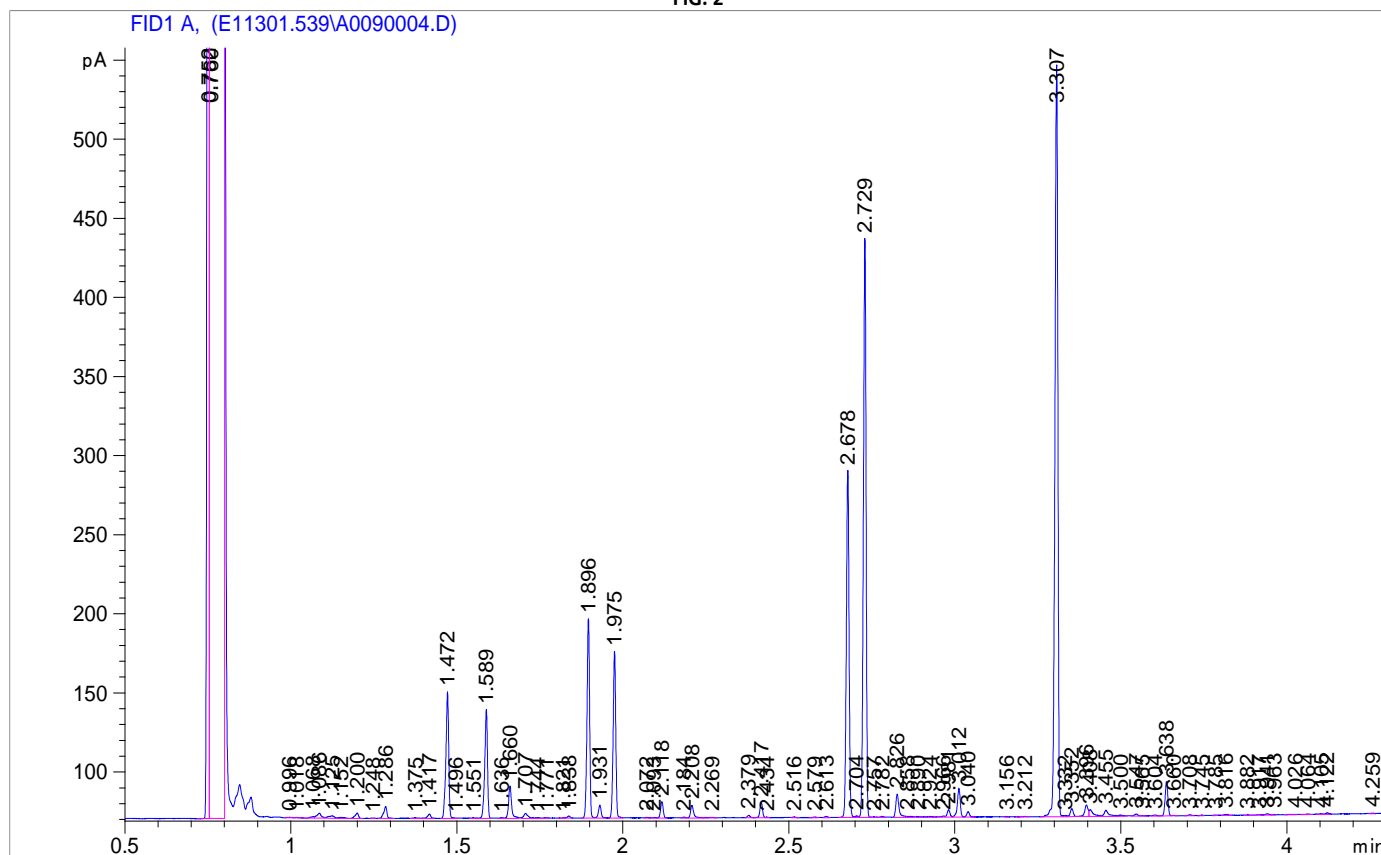
Percent Named: 94.07% Total Amount: 1719475

Matches

TABLE 4

Library	Sim Index	Entry Name
RTSBA6 6.00	0.765	<i>Pseudomonas-aeruginosa</i>

FIG. 2



ECL Deviation: 0.004 Reference ECL Shift: 0.009 Number Reference Peaks: 18

Total Response: 1483894 Total Named: 1414122

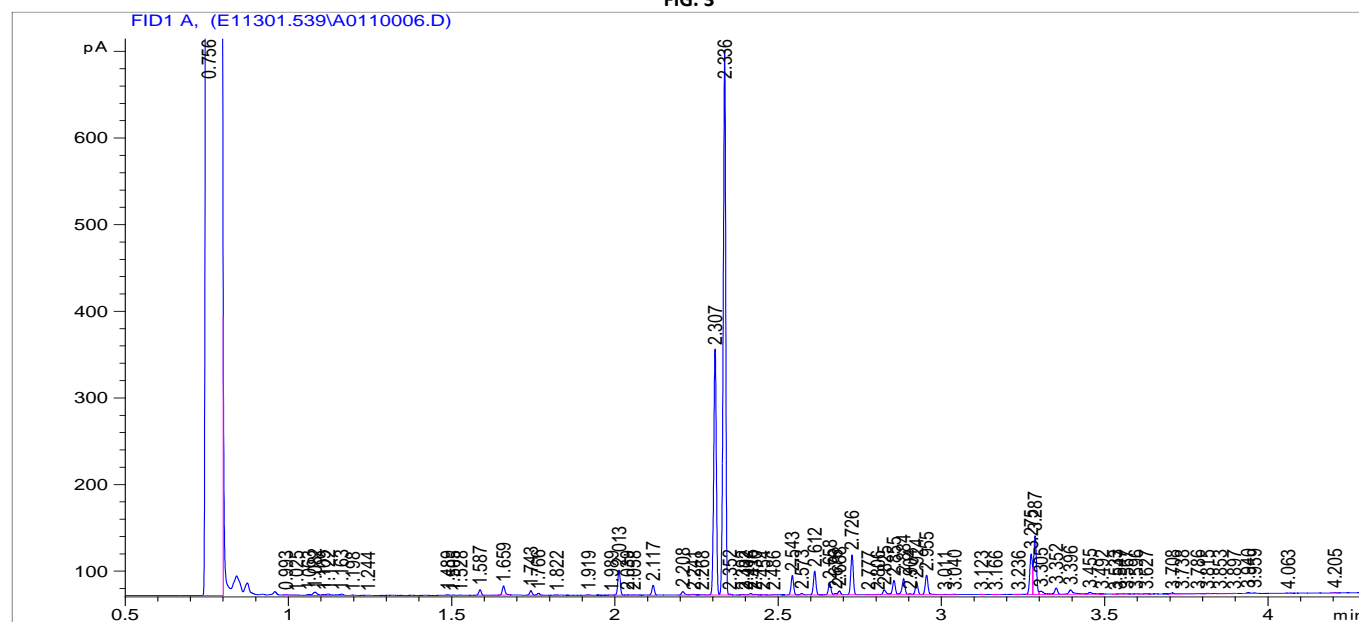
Percent Named: 95.30% Total Amount: 1351343

Matches:

TABLE 5

Library	Sim Index	Entry Name
RTSBA6 6.00	0.716	<i>Bacillus-megaterium-GC subgroup A</i>

FIG. 3



ECL Deviation: 0.004 Reference ECL Shift: 0.005 Number Reference Peaks: 20

Total Response: 532865 Total Named: 505577

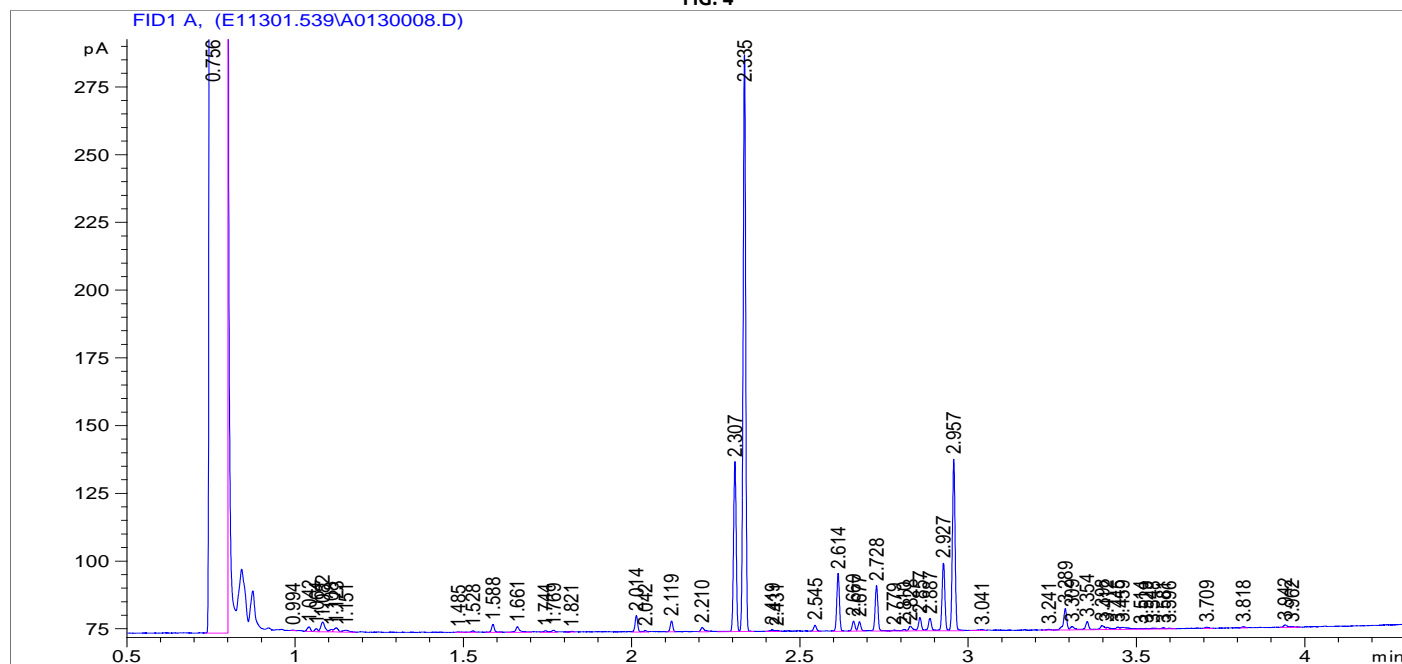
Percent Named: 94.88% Total Amount: 482369

Matches:

TABLE 6

Library	Sim Index	Entry Name
RTSBA6 6.00	0.804	<i>Bacillus-atrophaeus</i>

FIG. 4



ECL Deviation: 0.006 Reference ECL Shift: 0.007 Number Reference Peaks: 15

Total Response: 1904747 Total Named: 1791748

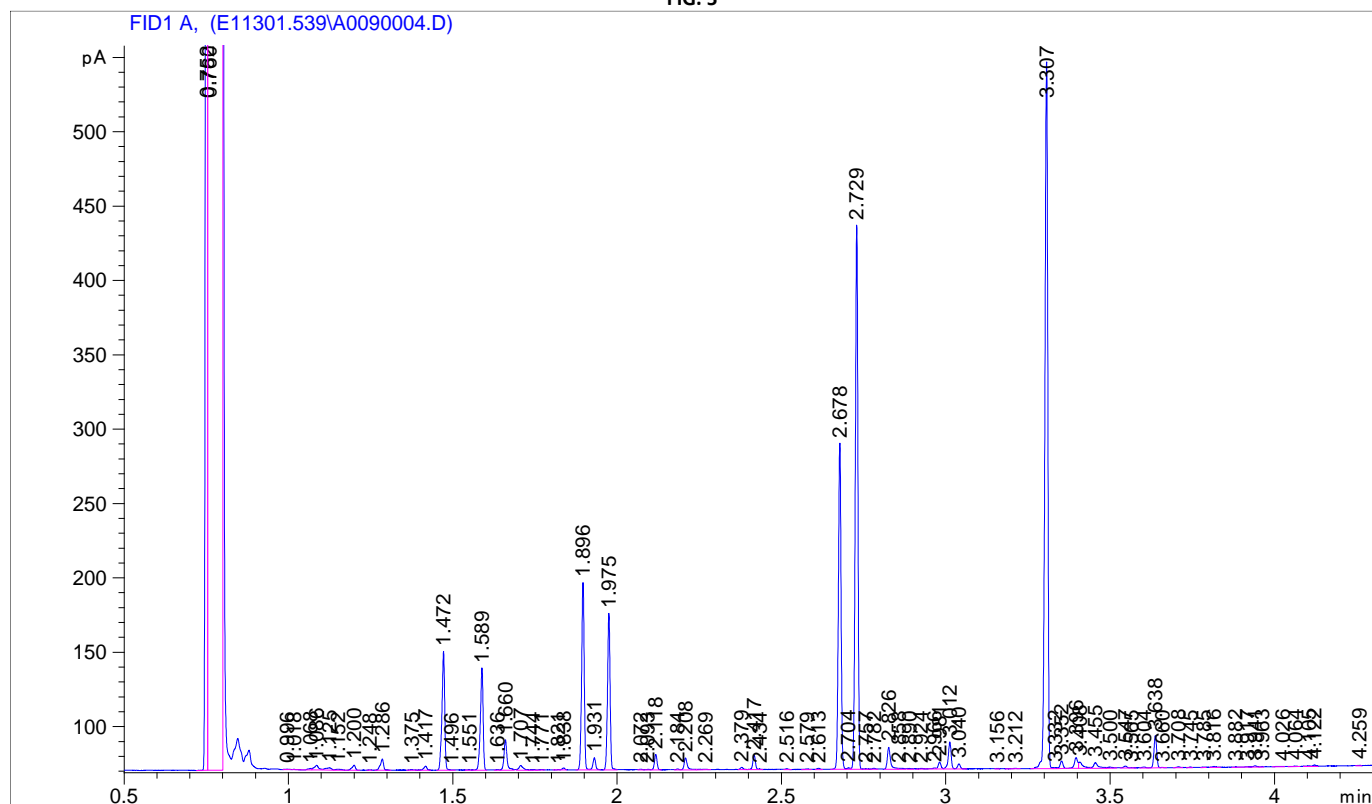
Percent Named: 94.07% Total Amount: 1719475

Matches:

TABLE 7

Library	Sim Index	Entry Name
RTSBA6 6.00	0.765	<i>Pseudomonas-aeruginosa</i>

FIG. 5



Direct sequence determination of 16S rRNA gene fragments represents a versatile method for identification of bacteria to the species level. But one of the potential limitations of the 16S rDNA sequencing application is the inability to assign a species for recently diverged species [18,19]. Cost is a critical issue in the evaluation of 16S rDNA sequence analysis as a diagnostic tool. Driven in part by the technology underlying the human and microbial genome projects, sequencing costs will probably continue their rapid trend upward.

## CONCIUSION

Through the above study we can conclude that FAME analysis is equally reliable and cost effective as compared to sequencing. Identification of bacteria through FAME is rapid, accurate and less expensive, thus this technology should be brought within the reach of microbiologists and into routine practice.

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**GROWTH OF RETAIL INDUSTRY IN INDIA**

**DR. PAWAN KUMAR SINGH**  
**ASST. PROFESSOR**  
**DEPARTMENT OF BBA**  
**MLK (PG) COLLEGE**  
**BALRAMPUR**

**DR. SHRIKRISHNA TRIPATHI**  
**ASST. PROFESSOR**  
**DEPARTMENT OF COMMERCE**  
**MLK (PG) COLLEGE**  
**BALRAMPUR**

**ABSTRACT**

Indian retail sector is one of the very important and growing industries in India. With Indian economy composed to grow at around 7 to 8%. Indian retail industry is having one's feelings and expression under control to grow at compound annual growth rate of around of 30%. The volume of Indian retail sector is expected to be around 490 billion dollars. As compared to other countries of the world like China where penetration rate is as high as 100%, in India the penetration of retail sector is merely 4 to 6%. There is a huge prospect for both the Indian as well as the foreign players in retail sector. Indian demographics are very strong. With majority of population between age group of twenty-five to forty years of age trends are very favourable for Indian retail sector. Around 50% of Indian population falls in this age group. Moreover, the Indian retailing landscape is very dynamic with increasing liberalization. One of the major limitation of the Indian retail sector is that is mainly dominated by the unorganized players and is highly fragmented. Indian retail sector provides ample opportunity because there is a major chunk of rural markets which provide opportunity for the retailers from all over the world. A huge spate of reforms has made Indian retailing industry a huge opportunity for players from all over the world. Indian retail sector is divided into various sectors on basis of quantum of spending. In Indian retailing sector around 70% of the retail sector comprises of the Food and Processing industry and around 30% of the industry comprises of the apparels, electronics, mobile and other equipment's. Indian retail sector should aim at addressing the major challenges faced by the Indian industry such as increasing rentals, legal and regulatory complication, increasing competition and threat faced by the large unorganized sector from the organized sector. In India the vast middle class and its almost untapped retail industry are the key attractive forces for global retail giants wanting to enter into newer markets, which in turn will help the India Retail Industry to grow faster. The paper includes growth of retail sector in India, strategies, strength and opportunities of retail stores, retail format in India, recent trends, and opportunities and challenges. This paper concludes with the likely impact of the entry of global players into the Indian retailing industry. It also highlights the challenges faced by the industry in near future.

**KEYWORDS**

retail, industry, major players, fdi policy, global retail giants.

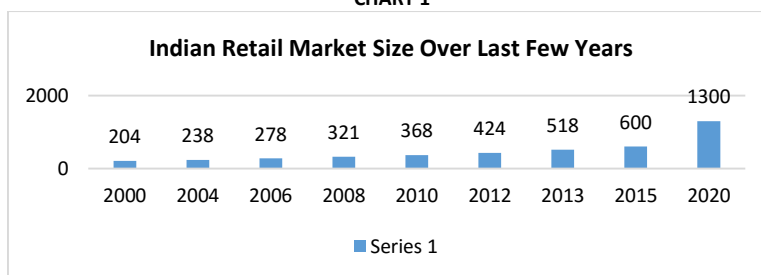
**INTRODUCTION**

India is the 5th largest retail market in the world. Retailing in India accounts for over 10% of the country's Gross Domestic Product (GDP) and around 8% of the employment. The current market size of Indian retail industry is about US\$600 billion (Source: IBEF). By 2020, the Indian retail market is expected to nearly double to US\$1 trillion. Organised retail has played a major role all over the world in increasing productivity across a wide range of consumer goods and services. In the developed countries, the organised retail industry accounts for almost an average of 80% plus of the total retail trade. In contrast, in India organised retail trade accounts for merely 8% of the total retail trade. This highlights a lot of scope for further penetration of organized retail in India. The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space.<sup>1</sup>

**MARKET SIZE**

The Boston Consulting Group and Retailers Association of India published a report titled, 'Retail 2020: Retrospect, Reinvent, Rewrite', highlighting that India's retail market is expected to nearly double to US\$ 1 trillion by 2020 from US\$ 600 billion in 2015, driven by income growth, urbanisation and attitudinal shifts. The report adds that while the overall retail market is expected to grow at 12 per cent per annum, modern trade would expand twice as fast at 20 per cent per annum and traditional trade at 10 per cent.

Retail spending in the top seven Indian cities amounted to Rs 3.58 trillion (US\$ 53.7 billion), with organised retail penetration at 19 per cent as of 2014. Online retail is expected to be at par with the physical stores in the next five years. India is expected to become the world's fastest growing e-commerce market, driven by robust investment in the sector and rapid increase in the number of internet users. Various agencies have high expectations about growth of Indian e-commerce markets. Indian e-commerce sales are expected to reach US\$ 55 billion! by FY2018 from US\$ 14 billion in FY2015. Further, India's e-commerce market is expected to reach US\$ 220 billion in terms of gross merchandise value (GMV) and 530 million shoppers by 2025, led by faster speeds on reliable telecom networks, faster adoption of online services and better variety as well as convenience. India's direct selling industry increased 6.5 per cent in FY2014-15 to Rs 7,958 crore (US\$ 1.19 billion) and is expected to reach a size of Rs 23,654 crore (US\$ 3.55 billion) by FY2019-20, as per a joint report by India Direct Selling Association (IDSA) and PHD. Value retailing, which is typically a low margin-high volume business (primarily food and groceries) and Lifestyle retailing, a high margin-low volume business (apparel, footwear, etc). The sector is further divided into various categories, depending on the types of products offered.<sup>2</sup>

**CHART 1**

Transition from traditional retail to organised retail is taking place due to changing consumer expectations, growing middle class, higher disposable income, preference for luxury goods and change in the demographic mix, etc. The convenience of shopping with online stores (online shopping), multiplicity of choice under one roof (Shop-in-Shop), and the increase of mall culture etc. are factors appreciated by the new generation. These factors are expected to drive organized retail growth in India over the long run. While the highly disruptive online retail has very small share in the total retail industry, it is growing at a very fast pace. Online retail in India is expected to be at par with the physical stores in the next five years, driven by robust investment and rapid increase in the number of internet users. As per IBEF estimates, the overall retail market in India is expected to grow at 12% growth rate per annum, driven by growing urbanization, rising income, younger demographics and rising aspirations of the middle class. Modern trade is going to expand as twice as fast at 20% per annum and traditional trade is expected to grow at 10%.<sup>3</sup>

## OBJECTIVES OF STUDY

1. To analyse strengths and opportunities of Retailing in India;
2. To analyse growth avenues of Retailing in India;
3. To study the best practices of Retailing in India and Abroad;
4. To analyse upcoming trends in Retailing.

## RESEARCH METHODOLOGY

This paper is based on secondary data and Information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature.

## DISCUSSION

**Supermarkets:** Large self-service outlets, catering to varied shopper needs are termed as Supermarkets. These are located in or near residential high streets. These stores today contribute to 30% of all food & grocery organized retail sales. Super Markets can further be classified in to mini supermarkets typically 1,000 sq ft to 2,000 sq ft and large supermarkets ranging from 3,500 sq ft to 5,000 sq ft. having a strong focus on food & grocery and personal sales.

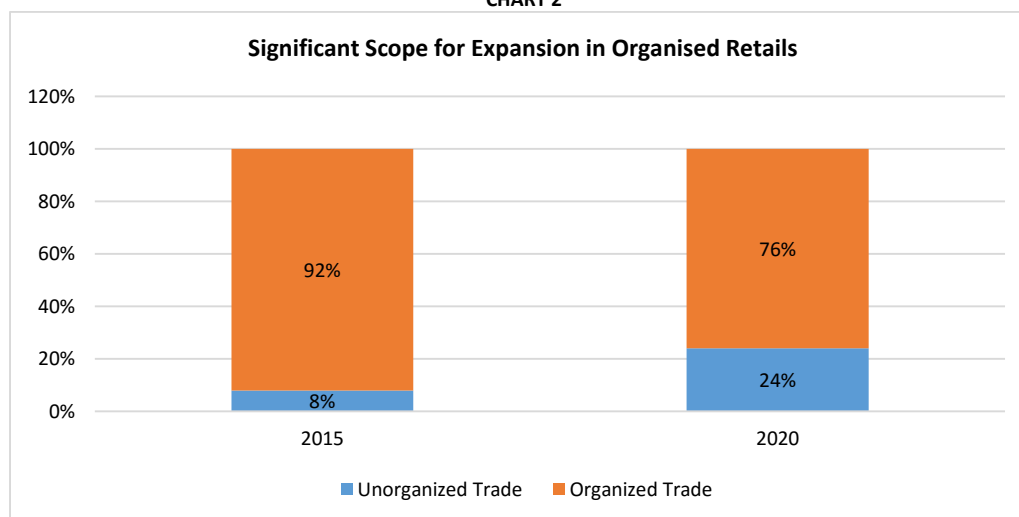
**Convenience Stores:** These are relatively small stores 400-2,000 sq. feet located near residential areas. They stock a limited range of high-turnover convenience products and are usually open for extended periods during the day, seven days a week. Prices are slightly higher due to the convenience premium

**Demand:** Growing urbanization, increasing disposable incomes, changing demographic profile, changing consumer tastes and preferences are some of the factors that are driving the growth in the organised retail market in India. Barriers to entry. Lack of quality retail real estate supply, non-supportive FDI policy, economic backdrop, regulatory issues are some of the factors acting as an impediment to the spread of organised retail in India. Bargaining power of suppliers. The bargaining power of suppliers varies depending upon the target segment, the format followed, and products on offer. Suppliers tend to have lower bargaining power with organised players. However, the unorganised sector has a dominant position, still contributing about more than 90% to the total retail market. There are few players who enjoy an edge over others on account of being established players and enjoying brand distinction. Bargaining power of customers high due to wide availability of choice and cheaper options available across various channels. With FDI coming in, this is expected to become stronger.<sup>4</sup>

**Competition:** With India being an attractive retail market, there is a high level of competition. Competition is characterised by many factors, including assortment, products, price, quality, service, location, reputation, credit etc. Aggressive e-commerce and digital retailing coupled with new entrants such as business houses and international players are intensifying the competition at a rapid pace. Financial Year '15 with economic growth gaining momentum in 2015, retail sector witnessed improvement in consumer sentiment and business confidence. The growth can be attributed to decreasing inflationary pressures, the easing of monetary stance by the Reserve Bank of India and a more stable political and policy environment. While the consumer confidence and off-take in volume terms was muted in the first quarter of the year, it saw improvement in the latter part of the fiscal with the easing of inflation amongst other factors. During the year, the government approved a proposal to scrap the distinctions among different types of overseas investments by shifting to a single composite limit. This meant that portfolio investment up to 49% will not require government approval or have to comply with sectoral conditions as long as it does not result in a transfer of ownership and/or control of Indian entities to foreigners. India's direct selling industry increased 6.5% in FY15 to Rs 79.5 billion while e-commerce sales were recorded at US\$14 billion. The year saw emergence of online market places across a whole range of categories with aggressive discounting strategies funded by overseas investors.<sup>5</sup>

**Prospects:** Retail industry has been on a growth trajectory over the past few years. As per IBEF estimates, the industry is expected to be worth US\$ 1 trillion by 2020. Further, India's e-commerce market is expected to reach US\$ 220 billion in terms of gross merchandise value (GMV) and 530 million shoppers by 2025. A significant new trend emerging in retail sector is the increase in sales during discount seasons. It has been observed of late that sales numbers in discount seasons are significantly higher than at other times. This is prompting retailers to start discounts earlier and have longer than usual sale season. Also, concepts such as online retailing and direct selling are becoming increasingly popular in India thereby boosting growth of retail sector. E-commerce is probably said to create a revolution in the retail industry in the years to come. With the rapid expansion of e-commerce, there can be seen a trend of ever increasing choice of products at lowest rates. All of this will also lead to a further competition in the industry. There is also an upward trend seen in modern retailing. Driven by western culture and urbanisation, it has become a part of day to day lifestyle. There are more than 500 operational shopping malls in India having thousands of brands across food, fashion and lifestyle which are offering best of national & international brands to better educated consumers. The current size of modern retail is around US\$ 46.5 billion, which is 9% of total retail market. As per industry estimates, by 2020, it is likely to see business worth US\$ 150 billion.

CHART 2





The new buzz word in retail is Omni-channel. Omni-channel offers a seamless experience to the customers across various channels, whether brick & mortar, online etc. The strategic objective here is to merge various channels (departmental stores, online stores) and link them to a multichannel retailer. This strategy makes a brand always available to the customer and gives an impetus to sales by increasing visibility, consumer base across various geographies. It also optimises inventory holding costs, operating costs and real estate cost. With modern retail gaining ground in India, there remains a lot of scope for Omni-channel to expand. With rising incomes, favourable demographics, entry of foreign players and increasing urbanisation, the long-term outlook for the retail industry in India is positive.<sup>6</sup>

**Investment Opportunities:** The Indian retail industry in the single-brand segment has received Foreign Direct Investment (FDI) equity inflows totalling US\$ 344.9 million during April 2000–September 2015, according to the Department of Industrial Policies and Promotion. With the rising need for consumer goods in different sectors including consumer electronics and home appliances, many companies have invested in the Indian retail space in the past few months. Amazon India expanded its logistics footprint three times to more than 2,100 cities and towns in 2015, as Amazon.com invested more than US\$ 700 million in its India operations since July 2014. Adidas AG, renowned for its Adidas and Reebok sports brands, has become the first foreign sports company to get government approval to open 100 per cent foreign-owned stores in India. Walmart India plans to add 50 more cash-and-carry stores in India over the next four to five years. For manufacturers and service providers the emerging opportunities in urban markets seem to lie in capturing and delivering better value to the customers through retail. For instance, in Chennai Cavinkares LimeLite, Maricos Kaya Skin Clinic and Apollo Hospitals Apollo Pharmacies are examples, to name a few, where manufacturers/service providers combine their own manufactured products and services with those of others to generate value hitherto unknown. The last mile connect seems to be increasingly lively and experiential. Also, manufacturers and service providers face an exploding rural market yet only marginally tapped due to difficulties in rural retailing. Only innovative concepts and models may survive the test of time and investments. However, manufacturers and service providers will also increasingly face a host of specialist retailers, who are characterized by use of modern management techniques, backed with seemingly unlimited financial resources. Organized retail appears inevitable. Retailing in India is currently estimated to be a US\$ 200 billion industries, of which organized retailing makes up a paltry 3 percent or US\$ 6.4 billion. By 2010, organized retail is projected to reach US\$ 23 billion. For retail industry in India, things have never looked better and brighter. Challenges to the manufacturers and service providers would abound when market power shifts to organized retail.

## ROLE OF GOVERNMENT

The Government of India has taken various initiatives to improve the retail industry in India. The Ministry of Urban Development has come out with a Smart National Common Mobility Card (NCCM) model to enable seamless travel by metros and other transport systems across the country, as well as retail purchases. IKEA, the world's largest furniture retailer, bought its first piece of land in India in Hyderabad, the joint capital of Telangana and Andhra Pradesh, for building a retail store. IKEA's retail outlets have a standard design and each location entails an investment of around Rs 500–600 crore (US\$ 75–90 million). The Government of India has accepted the changes proposed by Rajya Sabha select committee to the bill introducing Goods and Services Tax (GST). Implementation of GST is expected to enable easier movement of goods across the country, thereby improving retail operations for pan-India retailers. The Government has approved a proposal to scrap the distinctions among different types of overseas investments by shifting to a single composite limit, which means portfolio investment up to 49 per cent will not require government approval nor will it have to comply with sectoral conditions as long as it does not result in a transfer of ownership and/or control of Indian entities to foreigners. As a result, foreign investments are expected to be increase, especially in the attractive retail sector.<sup>7</sup>

## FUNCTION OF RETAIL INDUSTRY

Retailing sector creates Place Utility for the customers. Customers can provide at the right place. Stores such as Big Bazaar, Big Apple, and Sears help to provide the products at the right place to the customers. Retailing sector helps in creating product utility by providing product in right SKUs. Retail sector helps in creating time utility by providing the right product at the right time. Retailing sector acts as the customer agent. Retailing helps in reducing the supply chain by providing more linkages between the intermediaries and sub intermediaries. Example of the reduced supply chain: Kishor Biyani owned Big Bazaar is able to provide the products at a very heavy discount because of the economies of the scale generated by disintermediation. Other major reason for the retail sector is its ability to see through the purchase funnel. By providing an effective purchase funnel.<sup>8</sup>

## DEVELOPING MODELS OF SOCIAL COMMERCE

There are many models currently being pursued by apparel retailers to lure business through social media. One is having a direct social connect. Instead of having a website that requires consumers to go through the not-so-appreciated process of signing up with details, retailers are opting to provide a social connect. This lets consumers sign up using their Facebook, Twitter, Google+, or Instagram accounts to shop. 54 percent consumers leave a website if they are put through the process of registering. With users logging in onto their social network medium on a regular basis it is easy to remember details and sign up with ease. Integrating social connect on a website is bound to increase the registration rates on a retailer's website. The ease for customers to share information creates a simplified user experience. Apparel brands can also develop a better relationship by interacting with customers and being more active with social commerce. A typical Facebook social connect can offer basic information (Name, gender, profile picture, relationship status), e-mail id, events attended, education, work, user activity, check-ins, notes, questions, political views, and interests. There also peer to peer models available like eBay and Etsy that are built on the concept of social shopping. They work as community based market places wherein people communicate and sell directly to other individuals. To replicate an actual offline shopping experience there, exist websites that offer it online with features like chat and forums to exchange ideas and discuss. Fascism and Go Try It On are popular social mediums among such platforms.<sup>9</sup>

User curated models like Pinterest, The Fancy, and Lyst are also creating a niche in social commerce. These shopping focused sites let users create and share a list of products for other to shop from. Pinterest has a unique feature where it alerts users when products they have pinned go on sale. With so many models coming up the marriage between social media and shopping is shaping up new ways of communicating and selling. The biggies of the world of social networks like Facebook, Twitter, and Pinterest are in process of thinking to incorporate the "payment" feature to let users shop. Today apparel retailers are experimenting with different models to make the best of social commerce since they have proven to increase sales and improve customer satisfaction. Apparel retailers like Anthropologie and Zappos encourage shoppers to give product reviews on their website while many others have begun including features like "like" and "Pin it" buttons.<sup>10</sup>

## CONCLUSION

Indian retail sector is expanding steadily in the country. Customers have the ever increasing choice of products at the lowest rates. Big bazar is probably creating the biggest revolution in the retail industry, and this trend would continue in the years to come. Retailers should leverage the digital retail channels, which would enable them to spend less money on real estate while reaching out to more customers in tier-2 and tier-3 cities. Both organised and unorganised retail companies have to work together to ensure better prospects for the overall retail industry, while generating new benefits for their customers. The Retail Sector in India can be split up into two, the organised and the unorganized. The organized sector whose size is expected to triple by 2010 can be further split up into departmental stores, supermarkets, shopping malls etc. In terms of value the size of the retail sector in India is \$300 billion. The organised sector contributes about 4.6% to the total trade. The retail sector in India contributes 10% to the Gross Domestic Product and 8% to the employment of the country. In terms of growth the FMCG retail sector is the fastest growing unit and the retail relating to household care, confectionery etc, have lagged behind. The foreign retail giants were initially restricted from making investments in India. But now FDI of 51% is permitted in India only through single branded retail outlets. Multi brand outlets are still beyond their reach. Again they can only enter the market through franchisees. This was how Wal-Mart had entered joining hands with Bharati Enterprises. On line retailing is still to leave a mark on the customers due to lacunae that we have already mentioned. In a nutshell we may conclude that the retail industry in India has a very bright future prospect. It is expected to enrich the Indian Economy in terms of income and employment generation.

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## SEGMENT REPORTING: AN ESSENTIAL TOOL FOR STAKEHOLDERS (A CASE STUDY OF SEGMENT REPORTING OF SAUDI ARABIA COMPANY)

**DR. ABHINNA BAXI BHATNAGAR**  
**ASST. PROFESSOR**  
**COBA**  
**DAU UNIVERSITY**  
**RIYADH**

### ABSTRACT

*The users of financial statements have different utilities for the financial information's. The users of accounting information's are the stakeholders and they are mainly concerned with financial information of the various segments of business. Segment reporting is one of the tools for their decision making regarding the amount of investment in the era of diversification. The present case study highlights the segment reporting of "Almarai" Saudi Arabia FMCG Company. The critical analysis of segment reporting is carried out and how it is useful for the external users. The first part of the paper discussed about the segment reporting, its objectives, needs and accounting standards. The second part depicts the accounting procedures and utility of accounting information's for external users. The last part of the study concluded the findings, suggestions and recommendations.*

### KEYWORDS

segment reporting, segment ratio, IAS-14, IFRS-8, external users, GAAP, diversification, segment return on assets.

### INTRODUCTION

The financial statements are prepared according to Generally Accepted Accounting Principles (GAAP) and following the international accounting standards which are presently known as IFRS. Segment reporting is a newly developed IFRS, which indicates the importance of operating segments of companies in the financial disclosures of corporate reports especially in the era of diversification.

Segment reporting is useful to the stakeholders to take the decisions and it assists them to decide in which segment of business, they should invest more or which segment, they should ignore for their investments. External users of accounting information can rate the financial pulse of various segments by review the various segments of business.

**Segment:** A segment is a part or division of business which may be classified on the basis of its products, services or on the basis of geographical areas. The classification of segment is differing from company to company and it depends on the nature of the business.

### ACCOUNTING STANDARD FOR SEGMENT REPORTING

The brief backdrop of the segment reporting standard can be sum up as follows-

Segment reporting for the first time pointed out **probably** in the **March 1980**, the exposure draft E-15 "Reporting information by segment" was presented and after long journey, the standard 'IAS-14 -Segment reporting' was issued in **August 1997** and **effective from probably on** or after 1<sup>st</sup> July 1988 and currently this standard the IAS 14 known by IFRS 8.

The segments are mainly classified as follows-

- (a) Business segment- It is a part of division of an entity that comprises of a single products & services or a group of products and services.
- (b) Geographical Segments-It is based on products and services within a particular economic environment.

### OBJECTIVE OF THE STUDY

The main objective of the case study is to find out whether the segment reporting is useful to stakeholders, especially for the investors point of view for their decision making regarding the investments.

### REVIEW OF LITERATURE

The segment reporting is considered as an important measure in the era of diversification and number of research papers and articles has been published covering various aspects of need, utilities and significance of segment reporting.

Nancy B. Nicholas, Donna L. Street and Ann Tarca, in their paper "**The Impact of segment reporting under the IFRS 8 and SFAS 131 Management Approach: A Research Review**": evaluates the impact of adopting the management approach for segment reporting. We review studies of the effect of the application of SFAS 131 and IFRS 8 on the number of reported operating segments and items of disclosure, segment reporting gaps and reconciliations, entity wide geographic disclosures, and competitive harm and decision usefulness of segment information.

Raju Hyderabad and Kalyanshetti Pradeepkumar in their publication "**An Appraisal of Segment Reporting Practices of Indian IT Industry**" pointed out that a firm reporting by segments leaves more information in the hands of stakeholders and helps to improve the quality of decisions undertaken by them. AS-17 in India mandates listed and other companies to report information by segments. The present paper analyzes such segmental reporting practices of IT companies in view of their changing customer profile and geographical existence. The study finds the Indian IT companies to identify a few segments and business segment is the primary segment. Multiple-listed companies identify more segments than single stock exchange listed companies and revenue is the basic criteria used for identifying reportable segments.

Mitresh Kundalia in his book "**Segment reporting with document splitting in the SAP General ledger**" discussed comprehensive step-by-step configuration information for using document splitting and Balance score card in the new General ledger.

Clive. R. Emmanuel, Neil Garrod in their book "**Segment Reporting: International issues and evidences**" highlights the major factors influencing accounting regulation of segmental disclosures worldwide. It presents the debate on segment from the point of view of the users, prepares and pronouncement body and provides a comparative analysis of worldwide legislation on segment reporting.

Samuel Jebaraj Benjamin, Saravanan, M. Srikanaladevi, Uthiyakumar Murugaiah in their paper "**A Study of Segment Reporting Practices: a Malaysian Perspective**" analyzed the segment reporting in Malaysian perspective highlights evidence on a fraction of Malaysian companies that do not provide any segment reports at all in contrast to their direct competitors who comply.

They also highlight that proprietary costs motive theory seem to hold true for selected companies, where companies which experience high profits margin are the ones who choose not to disclose segment information.

Prof. Kalola Rima A, "**Segment reporting in India as a new and growing concept of Corporate Accounting**" pointed out the fundamental concepts of segment reporting and its significance in today's corporate world.

Karamjeet Singh, in his paper **"Segment reporting: A comparative study of the India, US and Japan companies"** critically examine the segment reporting in India, US and Japan. The main objective highlighted that "Is there any differences in segment disclosure in these countries"? and also compare the Accounting standard for the segment reporting in such countries.

Herrmann, Don, Thomas, Wayne, in their paper **"Segment reporting in the European Union: Analyzing the"** focused on analysis of segment reporting practices of firms in the European Union and identifies factors which potentially influence the quality of disclosure.

Albrecht, W. David, Chipalkatti, and Niranjana published an article in their paper **"New Segment Reporting"** focused on rules and standards on segment reporting.

## RESEARCH METHODOLOGY

The present paper is based on descriptive research work and the main goal is to describe and to analyze, the interest of stakeholder in more profitable segments. The data collected on the basis of secondary information mainly the extract from the published reports of Almarai Company and it is purely secondary data, mainly comprises of financial second hand information for the last five years from the year 2010 to the year 2015.

## SEGMENT REPORTING IN SAUDI ARABIA COMPANIES

The efforts have been made to critically analyze the significance of the segment reporting especially in the era of diversification, for this purpose Almarai Company evaluated as follows-

### ALMARAI

Today Almarai is well known recognized brand in food Industry with outstanding infrastructure incorporating centralized farms and advanced processing plant. The Arabic word 'Almarai' means Pastures. According to the annual report published by Almarai Company the growth of company is based on infrastructure mix that incorporates world class farms, production, operations and distributions systems. As per the data available and quoted in the company website, that the company holstein cows produces almost double the amount of milk of the European cows. They have fleet of almost 1,000 tankers, tractors heads, trailers and nearly about 3000 vans undertakes over 100,000 trips annually. The company's vehicles cover more than 190 million kilometers to deliver dairy, juices, bakery and poultry products to more than about 89 sales depots and near about 48,000 customers across six GCC states. According to the various annual reports published by Almarai Company from the year 2005 to 2015 highlights the following-

In the year 2005, Almarai list on Tadawul, Saudi Arabia stock exchange, putting up 30% of the company's shares at SAR 750.0 million. In the year 2007, it acquires western bakery, entering in the bakery sector for the first time. In the year, 2009 Almarai acquires HAIL agriculture development company (HADCO) venturing into the poultry sector. In the same year, Almarai partners with PepsiCo to expand its dairy and beverages business beyond the gulf region. In the year 2013, production begins at Almarai's new Hail poultry facilities in Saudi Arabia. In the year 2014 Almarai acquires full ownership of its infant's nutrition's business, IPNC. In the year 2015, Almarai completed 10 years as listed company having consistently expanded its business.

### PROFILE

The key highlights of the company can be review from the following snapshot of company.

TABLE 1

Name of company	Almarai Co. Ltd
Type	Public
Industry	Consumer Products
Sub -Industry	Food processing
Sector	Consumer staple (Food items)
Year of Foundation	1977
Registered office or Headquarters	Riyadh ,KSA
Products	Dairy liquids, juices ,poultry, bakery, infant drinks
Revenue from sales (as per the year ended 2015)	(SAR million) 13,794.6
Net Income (as per year the ended 2015)	(SAR million) 1915.7
Share holders' equity (as on 31st DEC. 2015)	(SAR million) 10,358.4
EPS (as per year 2015) based on net income	SAR 3.13 (Basic)

(Sources: Consolidated financial statements, Annual Reports, 2015, www.almarai.com)

A brief review of the segment reporting of Almarai can be sum up as follows-

Almarai in their published reports furnishing the segment reporting annually and regularly mainly they have divided into two segments-

- 1) Business Segment wise
- 2) Geographic segment wise

The data for the Almarai Company has taken and collected for the six years from the period of 2010 to the year 2015 from the published annual reports of Almarai Company.

According to the published financial Reports of Almarai Company year for the 2010 and 2011 and as it is mentioned in the reports "The group principal's business activities involve manufacturing and trading of dairy and juices products under the Almarai, bakery products under the brand L'usine and 7 days, poultry products under the Alyoum brand and horticulture products as well as other activities include investment in infant nutrition and Zain".

Table No-1, highlight the segment reporting for the selected financial information's of Almarai Company for the year 2010 and 2011.

**TABLE NO. 1: HIGHLIGHT THE SEGMENT REPORTING OF ALMARAI (2010 and 2011)**

SAR'000	D & J	Bakery	Poultry	Arab.&Hort.	Other Activities	Total
<b>31 December 2011</b>						
Sales	6,606,206	1,037,019	319,210	321,531	-	<b>8,283,966</b>
Third Party sales	6,592,805	966,374	319,210	72,600	-	<b>7,950,989</b>
Depreciation	(331,114)	(90,278)	(39,006)	(58,696)		<b>(519,094)</b>
Share of results of Associates and Joint ventures	(23,985)	-	5,098	-	(23,411)	<b>(42,298)</b>
Impairment loss	-	-	-	-	(160,237)	<b>(160,237)</b>
Income before minority interest	1,204,680	118,032	(33,478)	52,658	(194,955)	<b>1,146,937</b>
Share of Net Assets in Associates and Joint venture	489,704	-	34,723	-	10,318	534,745
Addition to noncurrent assets	1,561,970	242,548	1,184,266	502,171	313,661	3,804,616
Noncurrent assets	7,050,651	1,741,696	1,769,980	1,474,993	1,030,193	13,067,513
Total Assets	9,064,765	1,920,117	1,937,961	1,696,964	1,034,010	15,653,817
Total Liabilities	(7,676,394)	(281,452)	(187,144)	(202,708)	(528,467)	(8,876,165)
<b>31 December 2010</b>						
Sales	5,910,086	873,045	176,135	245,274	-	7,204,540
Third Party sales	5,885,867	821,211	176,135	47,697	-	6,930,910
Depreciation	(278,916)	(76,488)	(23,708)	(45,850)	-	(424,962)
Share of results of Associates and Joint ventures	(6,351)	-	4,709	-	(4,271)	(5,913)
Income before minority interest	1,198,658	116,912	(10,530)	17,279	(15,349)	1,306,970
Share of Net Assets in Associates and Joint venture	513,689	-	32,764	-	16,229	562,682
Addition to noncurrent assets	1,633,303	411,004	261,487	-	344,678	2,650,472
Noncurrent assets	6,304,313	1,620,194	621,783	1,047,601	816,954	10,410,845
Total Assets	8,070,426	1,787,018	688,706	1,204,056	821,011	12,571,217
Total Liabilities	(5,395,390)	(273,440)	(69,604)	(121,740)	(525,661)	(6,385,835)

Source: Annual published reports of Almarai, 2011, 2010, p.p-74, annual report 2011 KSA, www.almarai.com

(In the above table "D & J" means Dairy and Juices and with the other segments based on products. On the other hand, "other activities" includes the investment in Zain and infant nutrition's.)

From the above Table No. -1 it depicted that the sale of each product was increased from the year 2010 to year 2011 and also there was reasonable increase in income with proportionate increase in sales for all the products except the poultry.

For the year 2010, if we compare the sales among the various products, it indicated that Dairy & Juices achieved highest sales figures following by bakery, arable & horticulture and poultry came at last. On the other hand, if we compare the respective sales with income only poultry and other activities have negative sign. From the above figures it is visible that company invested more in the noncurrent assets in those segments which have higher profits.

**TABLE NO. 2: HIGHLIGHT THE GEOGRAPHICAL SEGMENT REPORTING OF ALMARAI (2010 and 2011)**

(SAR million)sis(SAR Millions)	SS Sales		Non-CNon Current Assets s	
	2011	2010	2011	2010
Saudi Arabia	5,656.4	4,935.3	12,003.3	9,763.9
Other GCC Countries	2,198.5	1,932.0	169.9	126.5
Other Countries	96.1	63.6	894.3	520.4
Total	7951.0	6930.9	13067.5	10,410.8

Source: Annual published reports of Almarai, 211, 2010- KSA, www.almarai.com

From the above Table No-2, it highlighted the geographical analysis, which is divided into domestic market, GCC other than domestic market and other countries. In the above table, sales are compared with the total Noncurrent assets (which means the amount invested in the fixed assets) and it depicted the increasing investment in the noncurrent assets proportionate to the increment in the sales of various geographical segments of Almarai company.

**TABLE NO. 3: HIGHLIGHT THE ANALYSIS OF SALES GIVEN BY PRODUCT GROUP (2010 and 2011)**

	2011 SAR'000	2010 SAR '000
Fresh Dairy	3,475,719	3,168,709
Long Life Dairy	761,135	658,911
Fruit Juice	888,110	745,143
Cheese and butter	1,446,635	1,282,423
Bakery	966,374	821,211
Poultry	319,210	176,135
Arable and Horticulture	72,600	47,697
Other Dairy	21,206	30,681
<b>Total</b>	<b>7,950,989</b>	<b>6,930,910</b>

Source: Annual published reports of Almarai, 2011, 2010- KSA, www.almarai.com

From the above Table No-3 the analysis of sales given by the products group for the year 2010 to 2011 highlighted the upward trend in the sales of all the products except in the case of other dairy products which is decreased from 30,681 to 21,206 (SAR000) from the year 2010 to 2011.

According to the published financial Reports of Almarai Company for the year 2012, the group principal's business activities involve manufacturing and trading of dairy and juices products under the Almarai, Beyti and Teeba brands, bakery products under the brand L'usine and 7 days, poultry products under the Alyoum brand and horticulture products as well as other activities.

TABLE NO. 4: HIGHLIGHT THE BUSINESS SEGMENT REPORTING OF ALMARAI (2012 and 2013)

SAR'000	D&J	Bakery	Poultry	Arab.&Hort.	Other Activities	Total
<b>31 December 2013</b>						
Sales	8,868,185	1,445,116	792,332	430,602	4,501	11,540,736
Third Party sales	8,835,807	1,445,116	792,332	141,426	4,501	11,219,182
Depreciation	(930,050)	(136,709)	(174,578)	(71,196)	(18,087)	(1,330,620)
Share of results of Associates and Joint ventures	-	-	(637)	(1,726)	(27,604)	(29,967)
Income before Non controlling interest	1,705,444	139,387	(338,626)	68,074	(73,907)	1,500,372
Share of Net Assets in Associates and Joint venture	204	--	33,883	203,950	13,335	251,372
Addition to noncurrent assets	2,089,622	172,073	1,074,861	239,991	33,004	3,609,551
Noncurrent assets	9,029,306	1,797,191	4,503,283	1,591,155	1,010,709	17,931,725
<b>Total Assets</b>	<b>13,398,859</b>	<b>2,035,137</b>	<b>4,993,868</b>	<b>1,825,909</b>	<b>1,026,197</b>	<b>23,279,970</b>
<b>31 December 2012</b>						
Sales	7,988,323	1,290,645	504,350	386,032	83	10,169,433
Third Party sales	7,972,603	1,290,645	504,350	115,315	83	9,882,996
Depreciation	(832,798)	(114,150)	50,340	(68,408)	(1)	(1,065,697)
Share of results of Associates and Joint ventures	(6,740)	--	4,297	--	(22,140)	(24,583)
Income before Non controlling interest	1,436,526	107,065	(96,800)	30,880	(37,761)	1,439,910
Share of Net Assets in Associates and Joint venture	204	--	36,886	--	11,679	48,769
Addition to noncurrent assets	2,594,310	180,457	1,833,192	21,568	109,327	4,738,854
Noncurrent assets	8,184,109	1,786,702	3,559,923	1,433,157	993,734	15,957,625
<b>Total Assets</b>	<b>11,046,965</b>	<b>2,002,503</b>	<b>3,728,592</b>	<b>1,736,202</b>	<b>1,004,386</b>	<b>19,518,648</b>

Source: Annual published reports of Almarai, 2012, 2013- KSA, www.almarai.com

From the above Table No-4, it is clearly indicated that in the year 2012 the dairy & juices achieved the highest sales and at the same time it is observed that, it has largest amount of investment for current assets in this sector. On the other hand, in the year 2013, it clearly highlighted that dairy and Juices segment scored highest sales figures with the large amount of investment in the noncurrent assets respectively. This clearly showed that from the year 2012 to 2013 that company invested more in those segments which have more profits in comparison to other segments.

TABLE NO. 5: HIGHLIGHT THE GEOGRAPHICAL SEGMENT REPORTING OF ALMARAI (2012 and 2013)

G/A (SAR million)sis(SAR Millions)	SS Sales		Non-CNon Current Assets s	
	2012	2013	2012	2013
Saudi Arabia	6,650,596	7,276,782	14,053,017	16,074,769
Other GCC Countries	2,575,357	2,874,201	300,535	329,810
Other Countries	657,043	1,068,199	1,527,146	1,604,073
<b>Total</b>	<b>9,882,996</b>	<b>11,219,182</b>	<b>15,957,625</b>	<b>17,931,725</b>

Source: Annual published reports of Almarai, 2012, 2013- KSA, www.almarai.com

The table no 5- highlight the geographical segmentation reporting of Almarai indicated that from the year 2012 to 2013, there was an upward trend in sales for all the geographical areas, but domestic markets (Saudi Arabia) achieved the highest sales increased with the propionates increased in the investment of noncurrent assets. The above figures and analysis depicts the investment decision based on the profitability of the particular geographical segments.

TABLE NO. 6: HIGHLIGHT THE BUSINESS SEGMENT REPORTING OF ALMARAI (2014 and 2015)

(SAR million)	Dairy and Juice	Bakery	Poultry	Other Activities	Total
	SAR'000	SAR'000	SAR'000	SAR'000	SAR'000
<b>31-Dec-14</b>					
Sales	9,901.9	1,532.9	1,022.8	148.0	12,605.6
Depreciation	(913.0)	(161.0)	(298.1)	(81.8)	(1,453.9)
Share of Result of Associates and Joint Ventures	0.0	0.0	(3.3)	(4.9)	(8.2)
Net Income	2,017.4	150.5	(397.3)	(96.3)	1,674.3
Additions to Non-Current Assets	2,532.4	132.6	520.7	228.2	3,444.0
Non-Current Assets	11,330.2	1,499.4	4,682.3	1,525.4	19,037.3
Total Assets	14,943.9	1,815.7	5,229.8	1,959.5	23,948.9
Return on Sales	20.4%	9.8%	-38.88%	-65.1%	13.3%
<b>Return on Total Assets</b>	<b>13.5%</b>	<b>8.3%</b>	<b>-7.6%</b>	<b>-4.9%</b>	<b>7.0%</b>
<b>31-Dec-15</b>					
Sales	10,740.9	1,625.8	1,262.3	165.5	13,794.6
Depreciation	(1,030.3)	(168.2)	(303.5)	(85.8)	(1,587.8)
Share of Result of Associates and Joint Ventures	0.0	0.0	2.5	(39.8)	(37.3)
Net Income	2,0958.8	205.0	(214.0)	(171.1)	1,915.7
Additions to Non-Current Assets	3,250.0	574.6	622.9	240.9	4,688.4
Non-Current Assets	12,411.7	2,003.9	4,926.8	1,873.6	21,216.0
Total Assets	17,165.1	2,126.6	5,440.9	2,638.4	27,370.9
Return on Sales	19.5%	12.6%	-17.0%	-103.3%	13.9%
<b>Return on Total Assets</b>	<b>12.2%</b>	<b>9.6%</b>	<b>-3.9%</b>	<b>-6.5%</b>	<b>7.0%</b>

Source: Annual published reports of Almarai, 2014, 2015- KSA, www.almarai.com

The Table No-6 indicated that business segment consist of Dairy and Juices products achieved the highest sales in both the years 2014 and 2015. On the other hand, the net income is also very high in case of "Dairy & Juices" product of Almarai for the year 2014 and 2015.

From the table no-6 if we calculate the segment return on total assets for each product, we can observe that in the year 2014, Dairy and Juices had the highest return on Assets ratio that is 13.5 % in comparison to other products for the year 2014.

In case of the year 2015 also the segment return on total assets (Segment return on total assets= Net Income /Total Assets) for dairy & Juices is achieved highest rate of 12.2 in comparison to other products of Almarai.

From the above analysis, it is clearly showed that Almarai is following the pattern trend of investment in those segments which achieved more profits, as in the present case study it clearly highlighted that there is more investment of noncurrent assets in the segment of Dairy & Juices in comparison to other products of



Almarai. Even it can be observed that "ratio of return on total assets" for a particular segment is negative in case of losses and in such situations, the proportionate investments in noncurrent assets is also comparative low with the other products

### LIMITATION OF THE STUDY

The data is purely secondary and based on the actual performance and collected after the publication of annual reports. The data regarding the associated liabilities for each segment is not available; therefore, the segment liabilities are not reconciled with the segment assets. Due to non availability of segment liability, it cannot reconcile to entity liability.

### SCOPE OF FURTHER RESEARCH

There is a scope of further research on the segment reporting where the other financial components like liabilities, depreciation & amortization, non cash expenses, equity and operating cost of each segment can be compared and clearly analyze the use of segment reporting for decision making of investment in noncurrent assets.

### FINDINGS AND SUGGESTIONS

The present case study is focused on the revenue, the net income and the investment in noncurrent assets of each segments of Almarai Company, mainly classified on the basis of business segment and geographical segment. It is clearly indicated that segments which have high sales and high net income, encourage the company to invest more in such profit making segments in comparison to low sales with low net income segments.

From the study, it clearly indicated that in case of business segment Dairy and juices have highest investment in comparison to Bakery, poultry and other activities. The return on sales (19.5%) for the year 2015 is the highest for 'Dairy and Juices' on the other hand there is negative trend in the poultry and other activities.

The (ROA) "segment return on Total Assets" (12.2%) for the year 2015 is the highest for 'Dairy and Juices' on the other hand there is negative trend in the poultry and other activities.

The company is more interested to invest in the Dairy and juices products which covered a wide range of product length and product width.

The company should also have same segment accounting policies as these used in the consolidated financial statements.

In case, if the assets used jointly by two or more segments are allocated to segment, the related revenue and expenses must also be allocated according to the segment respectively.

The companies should also put efforts to compare the liabilities associated with the segment to reconcile the particular segment assets and liabilities.

### CONCLUSION

The Almarai Company is improving from the year to year in their segment reporting. The company has a satisfactorily segment reporting by classifying their business and geographical segments. The Almarai Company is following the accounting standard for the purpose of segment reporting in its financial statements reporting and company significantly using the segment reporting information for taking their various investment judgments for the purpose of their segment investment decisions.

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### WEBSITE

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## IMPACT OF E-COMMERCE IN INDIAN MSMEs

**GURMEEN KAUR**  
**ASST. PROFESSOR**  
**AKAL UNIVERSITY**  
**TALWANDI SABO**

**ABSTRACT**

The e-commerce sector in India is projected to cross USD80 billion by 2020 and USD 300 billion by 2030. The MSME sector accounted for more than 17 percent of GDP in 2014 while contributing to 45 per cent of the nation's industrial output and 40 per cent of the total exports. The MSMEs in India add over 1.3 million jobs per year. By adopting E-commerce, MSMEs shall achieve significant advantages such as increased revenue and margins, improved market reach, access to new markets, cost savings in marketing and communication spend customer acquisition and improved customer experience. The growth of Indian e-commerce sector is voted on a number of drivers but real and tangible allenges exist which must be addressed for this sector to boost the Indian economy as intended patchy internet connectivity due to underdeveloped infrastructure, a general lack of awareness about the benefits that e-commerce offers and lack of trust among organisations considering to go online

**KEYWORDS**

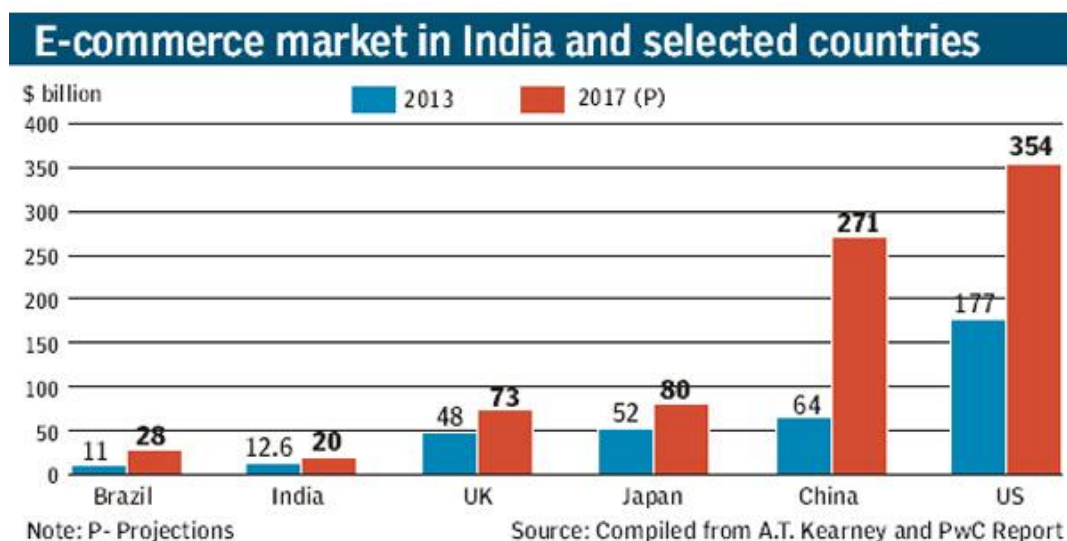
e-commerce, MSMEs, customer experience, revenue, organisations.

**INTRODUCTION**

The e-commerce sector in India is projected to cross USD80 billion by 2020 and USD 300 billion by 2030. Increasing Internet Penetration, growing adoption of smart phones and increased market awareness shall further accelerate the growth of e-commerce in India. In the year 2014, India has around 281 million internet users, and the number is expected to increase to 640 million by 2019. The MSME sector accounted for more than 17 percent of GDP in 2014 while contributing to 45 per cent of the nation's industrial output and 40 per cent of the total exports. The MSMEs in India add over 1.3 million jobs per year. By adopting E-commerce, MSMEs shall achieve significant advantages such as increased revenue and margins, improved market reach, access to new markets, cost savings in marketing and communication spend customer acquisition and improved customer experience. Although MSMEs in India may or may not have online presence, 43 per cent of them participate in online sales in India. The Indian regulars and e-commerce players recognise the challenges faced by SMEs sellers to explore a new channel for marketing, sales and Customer Service. The Indian government's initiative such as "Make in India" also aimed at facilitating growth of MSMEs in the county, and enable them to tap into the potential of e-commerce.

The growth of Indian e-commerce sector is voted on a number of drivers but real and tangible allenges exist which must be addressed for this sector to boost the Indian economy as intended patchy internet connectivity due to underdeveloped infrastructure, a general lack of awareness about the benefits that e-commerce offers and lack of trust among organisations considering to go online.

FIG. 1

**MSMEs THE BACKBONE OF THE INDIAN ECONOMY**

MSMEs in India contribute around 17 per cent to the country's GDP. They also make a significant contribution to India's exports and Industrial Output at 40 per cent and 45 per cent respectively.

**E-COMMERCE AN ENGINE OF GROWTH FOR MSMEs IN INDIA**

Despite the significant contribution to the Indian economy, MSMEs are faced with a number of challenges including competitive pressures, locally, nationally and internationally.

MSMEs need to improve access to new customer segments and reach customers in all corners of the world. This is where e-commerce comes in to improve their competitiveness and provides business a platform to achieve on a truly global scale.

**WHAT IS E-COMMERCE?**

Electronic commerce refers to a wide range of online business activities for products and services. It also pertains to "any form of business transaction in which the parties interact electronically rather by physical exchanges or direct physical contact. E-commerce is usually associated with buying and selling over the Internet, or conducting any transaction involving the transfer of ownership or rights to use goods or services through a computer-mediated network.

## MODES OF E-COMMERCE

### Business to Business (B2B)

B2B is e-commerce between businesses such as between a manufacturer and a wholesaler or between a wholesaler and a retailer. The most common users of B2B online classifieds are Micro, Small and Medium Enterprises (MSMEs) these small businesses lack the requisite financial resources and, therefore, find it difficult to market their products and services to potential clients through traditional media such as newspapers, banners and television. Trade through online B2B portals increases the visibility of MSMEs in the marketplace and helps them overcome barriers of time, communication and geography. B2B engages complex procurement, manufacturing, planning collaboration, payment terms, and round-the-clock performance agreements. In one sense, B2B is shared commerce. Companies create a long-term alliance and lessen the cost of doing business.

### Business to Consumer (B2C)

The B2C market in India generates the bulk of revenues across the consumer-facing modes of e-Commerce for purchase or sale of goods and services is known as B2C. Although B2C e-commerce receives a lot of attention, B2B transactions far exceed B2C transactions. According to IDC, global B2C transactions are estimated to have reached US\$ 1.2 trillion at the end of 2012, ten times less than B2B transactions. B2C e-Commerce entails business selling to general public/ e-catalogues that make use of shopping place. There are several variants in B2C model that operate in e-commerce arena. Furthermore, though online travel has typically held a major share of the B2C market, online retail is also growing rapidly and is expected to significantly increase its share.

### Consumer-to-Consumer (C2C)

India's C2C market, though currently small, is set to grow with the entry of several players. These entrants are attracting VC investment. The C2C segment shows rapid growth in coming years their online portals are also garnering significant traffic. Participants in an online market place can buy and sell goods to each other. Because one party is selling, and thus acting as a business, this treats C2C transactions as part of B2C electronic commerce.

## DEFINITION OF MSME

TABLE 1

Micro, Small and Medium Enterprises Development (MSMED) Act, 2006		
Profile	Manufacturing	Service Based
	Investment in Plant and machinery	Investment in equipment
Micro	Under INR 25 lakh	Under INR 10 Lakh
Small	INR 25 Lakh to INR 5 Crore	INR 10 Lakh to INR 2 Crore
Medium	INR 5 Crore to 10 crore	INR 2 Crore to 5 crore

Source: msme.gov.in

## OBJECTIVES OF THE STUDY

The objectives of the present study are:

1. To study the benefits of E-commerce to MSMEs
2. To understand and find out the barrier faced by the MSMEs in adopting E-commerce

## BENEFITS OF E-COMMERCE TO MICRO SMALL AND MEDIUM SIZE ENTERPRISES (MSMEs)

E commerce builds on traditional commerce by adding the flexibility and speed offered by electronic communications which can facilitate efforts to enhance operations that lead to substantial cost savings, as well as increased competitiveness and efficiency through the redesign of traditional business methods. Indian companies intending to join the e-commerce business must consider the short term and long term benefits that the companies will get. **Hoi, J., Shim, J. P. and Yin, A.** (2003) observed that increasing international exposure and enhancing customer service quality and responsiveness is one of the perceived benefits of e-commerce to MSMEs. Both MSMEs and large businesses have benefited from the adoption of e-commerce are considered as follows:

FIG. 2

### Key factors for e-commerce adoption among SMEs



Source: SMESurvey survey-The Status of e-commerce among Indian MSMEs (MSME Insights), 2014

### • WEB PRESENCE

Web presence is an own website makes a company visible across geographical boundaries for a company as an entry to the virtual market place which offers tremendous advantages to companies of any size and sector. Web sites can help a company by providing timely and other relevant information to customers about the products and services that are offered. One of the important benefits that a company gets out of a web presence is image enhancement, larger influence of the brand and expansion of overseas market as well as national market.

### • IMPROVED GEOGRAPHIC REACH AND ACCESSIBILITY

The internet transcends all geographic boundaries and provide an opportunity for MSMEs to connect with several buyers and sellers across geographies. This enables them to enter international markets at a fraction of the cost and gives them the opportunity to directly compete with global giants within their industry, thereby contributing to the government's 'Make In India' Campaign. **Julta, D., Bodorik, P., Dhaliwal, J.** (2002) Studied that e-commerce can improve MSMEs ability to compete with the large organization and bring smaller supplier to compete internationally or regionally from being lack of knowledge and expertise about international trade issues and foreign markets and thus upgraded a company to international scale

### • SUPPLY CHAIN

A proper supply chain can help in reducing costs while ensuring the customers to get right quality of product at the right place and at the right time and at the least cost where it helps the companies in refining their supply chain to a large extent. Channel partners work together in an environment of trust and results are

seen through reduction in costs, proper maintenance of stocks in the inventory and cycle time reduction. Refinement of supply chain can also be possible over traditional route but e-commerce provides far too many benefits over the traditional route.

#### • ENHANCED CUSTOMER SERVICE

E-commerce provides lot of opportunities to enhance customer service for example a bank customer who has an online access to his account is spared the burden of visiting the bank branch and carrying out transactions in the traditional way which saves a lot of time and results in improved customer service and satisfaction.

Matlay, H. (2001) studied that while many MSMEs have adopted e-commerce in order to gain a greater share of the global market; many other MSMEs are simply intent on improving internal efficiency

#### • COMPETITIVE PRICING

E-commerce offers the benefit of online ordering of goods and payment options. Buyers and sellers come together in electronic market place and it is a win-win situation for both at competitive pricing and sellers do not have to build brick and mortar stores which results in direct reduction of costs of the products and the companies pass on to this benefit to their customers. MSME segment players can make online bidding or quoting prices of products in an electronic marketplace constraint of bidding in the traditional way to overcome the result in increase in business for many organizations.

#### • INTERNAL BUSINESS PROCESSES

Internal Business Processes can be linked with the E-commerce of an enterprise where the Companies can link the e-commerce initiative with their enterprise resource planning, supply chain management and customer relationship management initiatives through a seamless integration of business processes and providing great value to the end customers if taken properly will also help companies to stay ahead of the competition

#### • INCREASE IN REVENUES

MSMEs not availing e-commerce facilities has limited geographical reach and therefore the efforts in expanding the consumer base which is acquired over a long period of time, e-commerce aids MSMEs in conducting business by providing them with the global platform that leads to increased revenue generated.

The improved speed to market, global consumer base and flexibility to conduct business can potentially boost the MSMEs revenue by providing e-commerce specific advantages such as more customers, service and feedback channels to improve future sales.

#### • LOWER MARKETING AND DISTRIBUTION SPEND

E-commerce players are spending heavily on both digital and traditional media for improving site traffic, acquiring customers, building relationships and ultimately improving sales.

MSMEs could reduce expenses and even offline advertising and thereby optimising the overall marketing and sales spend. Additionally, e-commerce adoption reduces the cost associated with traditional marketing as well as cost required for opening additional stores at multiple locations.

#### • SHORTER TIME TO MARKET

The window of demand for a particular product category can be very short, and if companies fail to respond to the demand in the given time, they could miss out on the opportunity.

The ability to introduce a product into the market before competitor does could be a key success factor and there are few sectors in which this is more conceivable than in e-commerce. Adopting e-commerce enables faster communication between MSMEs sellers and buyers and helps to avoid potential chaos in the supply chain.

They can streamline communications, eliminate redundant processes, and improve order management capabilities.

#### • INCREASE IN PROFIT MARGINS

Adoption of E-commerce enables MSMEs to take advantage of third party trading platforms with limited or no investment in developing and hosting online storefronts and in managing infrastructure/operations for packaging, logistic, warehousing etc. This may boost the profit margins by reducing overhead costs and upfront capital investment.

E-commerce platforms allows MSMEs to engage directly with consumers without the need for any middle man or agent which further results in reduced transaction costs.

## BARRIERS TO ECOMMERCE ADOPTION IN INDIA MSMEs

TABLE 2

1	Lack of finance/managerial skills
2	Lack of equipment and technology
3	Lack of access to international market
4	Lack of support service, Multiple of taxes.
5	Lack of Focus and inadequate market research, lack of proper book keeping, inability to separate business and family finance, Lack of business strategy, inability to utilise access modern technology; inability to distinguish between revenue and profit; lack of succession plan; inability to employ the right calibre of staff
6	Poor management practices; lack of entrepreneurial skill; Lack of educational; and technical ground
7	High cost of Implementation;
8	E-commerce is too complex to implement.
9	Lack of technical skills and IT knowledge amongst employees; Lack of computer literate/ specialised staff,
10	Lack of Critical mass among customers, suppliers and business partners, Heavy reliance on external consultants.

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## AN OVERVIEW OF MUTUAL FUND TOWARDS INVESTOR'S PERCEPTION

N. SAKTHI SELVA ROHINI

ASST. PROFESSOR

BHAKTAVATSALAM MEMORIAL COLLEGE FOR WOMEN

PERIYAR NAGAR

## ABSTRACT

Indian mutual fund has increased a lot of recognition from the past not many years. The present research analyses the mutual fund investments in next of kinfolk to investor's awareness. The Industrial growth and development to a huge widen depends on property formation. Wealth formation mainly depends on the savings of the people. Investors' opinion and perception have been studied relating to diverse issues like type of mutual fund scheme, main objective following investing in mutual fund scheme, role of financial advisors and brokers, investors' opinion relating to factors that catch the attention of them to invest in mutual funds, sources of in turn, deficiency in the services provided by the mutual fund managers, tackle before the Indian mutual fund industry etc. This study will discuss the past performance of the Indian mutual fund industry and the pace of growth it achieved after being yield to regulatory changes by SEBI, international factors and its non performance that affected the industry and its attitudes. Mutual funds have both advantages and disadvantages compared to direct investing in individual securities. Today they play an important role in household finances. The research explains about investors' awareness towards mutual funds, investor perceptions, their preferences and the position of satisfaction towards mutual funds. Some suggestions were also made to increase the awareness towards mutual funds and measures to select suitable mutual funds to maximize the returns.

## KEYWORDS

challenges, investors' perception, objectives, mutual fund, SEBI.

## INTRODUCTION

The mutual fund industry in India established in 1963 with the formation of Unit Trust of India, at the program of the Government of India and Reserve Bank of India. The history of mutual funds in India know how to be broadly divided into four distinct phases, First Phase – 1964-87, Second Phase – 1987-1993 (Entry of Public Sector Funds) Third Phase – 1993-2003 (Entry of Private Sector Funds) and Fourth Phase – ever since February 2003. (Jafri Arshad Hasan, 2013).

Mutual fund is an investment company that collections cash from shareholders and invests in a multiplicity of securities, such as stocks, bonds and money market instruments (Padmaja.R, April 2013). A good number open-end Mutual fund stand all set to buy back (redeem) its shares at their current net asset value, which depends on the overall market value of the fund's investment portfolio at the occasion of redemption. Most open-end Mutual funds always offer new-fangled shares to investors. In addition, well-known as, an open-end investment company, to differentiate it from a closed-end investment company. Mutual funds put in pooled cash of many investors to meet the fund's acknowledged investment objective. Mutual funds set ready to sell and redeem their shares at all time at the fund's current net asset value: total fund assets divided by shares outstanding.

## LITERATURE REVIEW

Literature on mutual fund recital evaluation is enormous. A hardly any research studies that have influenced the training of this paper substantially are discussed in this segment.

According to NALINI PRAVA TRIPATHY (1996) in the article title **Mutual Fund in India: A Financial Service in Capital Market** understood that the Indian Capital Market has been increasing extremely for the period of most recent few years. As a consequence of economic reforms, globalization and privatization of Indian economy in the preceding five years, the economy has been opened positive along with various enlargement have been captivating position in the Indian money market and capital market. In regulate to be of assistance the undersized investors, mutual fund industry has got nearer to take up significance moreover enlargement of mutual funds, calculate the operations of mutual funds, in addition to recommend several events to formulate it doing well scheme in India. By means of the structural liberalization policies no doubt Indian economy is to be expected to come again to a high grow up course in not many years. For this reason mutual fund organizations are desired to improve their skills as well as knowledge. Achievement of mutual fund on the other hand would frequently depend capable of the performance of implication.

As highlighted by JASPAL SINGH AND SUBHASH CHANDER (2004) in the editorial **An Empirical Analysis of Perceptions of Investors towards Mutual Funds** assumed that the perceptions of investors towards mutual funds that have crossed Rs.1, 20,000 crores achieve by November 2002 furthermore analyzing the source used for taking out along with or else not investing a few other into mutual fund. Investors' perceptions on the subject of day-to-day discovery of net asset value as a result of the resources by the finances along with condition on behalf of additional tax rebates taking place savings in mutual fund by the government have emerged as significant must in support of the investors and the reason of uselessness of controlling bodies similar to SEBI moreover others with the intention of resulted in investors' lack of expectation while regards mutual investment has emerged at the same time as individual of the most important reason of withdrawal from mutual funds. The funds have under-performed seeing that alongside hope as well as managing has been ineffective, in this manner disappointing investors to maintain their funds parked within mutual funds.

ANAND AND MURUGAIAH (2004) studied **The Strategic Issues related to the Marketing of Financial Services** along with fulfilled with the purpose of today's financial services industry requires innovative strategies in addition to procedure with the aim of allow them in the direction of detain most opportunity through the lowest risks within categorize on the way to make possible them toward endure along with assemble the dangerous contest from international company of domestic as well as foreign basis.

DESIGAN GNANA, KALAISELVI AND ANUSUYA (2006) conducted a improve on **Women Investors Perception towards Investment** in wide-ranging moreover set up with the purpose of women investors usually hesitate within investing in mutual funds owing to their be deficient in of awareness on the subject of investment security, process of market investment, sell fluctuations, risk connected among investment, survey of investment in addition to redressed of grievances about their investment associated troubles.

In a further article as a result of ARUP CHOUDHURI (2008) in the name of **Mutual Fund Strategies Individual Investors Point of View** said mutual fund is an eye-catching option in support of investment in the current scenario. It is recognized information with the intention of mutual fund is area under discussion to market risk merely. Mutual fund can be of diverse type's debt fund, equity fund and hybrid fund. Systematic investment Plan (SIP) as well as Systematic Transfer Plan (STP) are attractive offers in mutual fund scheme as all the way through these schemes investor can furthermore have interested in and exit beginning the market under different market conditions. The commentary highlights that investment strategy in mutual fund varies from individual to individual depending taking place their personal desire.

## IMPORTANCE OF THE STUDY

1. Mutual funds in all-purpose have remained the investment medium of risk adverse investors who want to get in the benefits of buoyant stock markets, but do not have adequate time and wealth to enter it.



2. As there is a growing power for mutual fund as provider of financial service in India the investigator is interested in assessing the performance of mutual in India and its role in provided that a boost to the capital market and how to engage in recreation the competition in the mutual fund industry.
3. The mutual fund industry has grown at an extraordinary rate in the recent past. One can witness a revolution in the mutual fund industry in analysis of its importance to the investors in general along with the country's economy at large. Hence the present study attempts to recognize the investor awareness programs.

## OBJECTIVES OF THE STUDY

The Indian mutual fund diligence is an incredibly outsized industry consisting of quantity of investors. In this period of contest diverse investor's have different investment objectives. As the human behavior is unpredictable, this study helps in discovery out the necessary essentials on the area under discussion of investors' opinion and perceptions regarding mutual fund investment.

The main objectives of the study are:

1. To explore the investors awareness and perception regarding investing in mutual funds.
2. To observe investor's satisfaction regarding mutual funds.
3. To provide an idea of the types of schemes available and to reading the growth of mutual fund industry in India.

## PROCESS OF MUTUAL FUND

In Mutual Fund moving parts and how investors earn funds by investing in the Mutual Fund. Investors deposit their saving as a speculation in Mutual Fund. The Fund Manager who be one who takes the decisions where the money should be invested in securities according to the scheme's objective. Securities include Equities, Debentures, Govt. Securities, Bonds, and Commercial Paper etc. These Securities generates returns to the Fund Manager. The Fund Manager passes sponsor return to the investor.

### INVESTMENT FLOW

In straightforward Words, Mutual fund is a method for pooling the possessions as a result of issuing units to the investors and investing funds in securities in agreement with objectives at the same time as disclosed in offer document. Investments in securities are spread across an extensive cross-section of industries and sectors and therefore the risk is reduced. Diversification reduces the risk for the reason that all stocks may not move in the equivalent track in the identical share by the side of the unchanged moment in time. Mutual fund issues units to the investors within unity by way of quantum of funds invested as a result of them.

Investors of Mutual funds are acknowledged as unit holders. The profits or losses are shared by the investors in quantity to their money. The Mutual funds more often than not come out with a number of schemes with different investment objectives which are launched commencing time to time.

In India, A Mutual fund is essential to be registered in the company of Securities and Exchange Board of India (SEBI) which regulates securities markets prior to it preserve pull together funds from the public. In undersized, a Mutual fund is a regular pool of money in to which investors with common investment objective consign their offerings so as to be to be invested in accordance with the acknowledged investment objective of the scheme.

The investment manager would invest the money together from the investor in to possessions that are defined acceptable by the stated objective of the scheme. For example, an equity fund would invest equity and equity interconnected instruments along with a debt fund would put in bonds, debentures, gilts etc. Mutual fund is an appropriate investment for the universal man as it offers a prospect to invest in a diversified, resourcefully managed holder of securities by the side of a moderately low cost.

### ADVANTAGES OF MUTUAL FUNDS

- Instruction
- Tax Benefit
- Proficient Executive
- Range
- Diversification
- Affordability

### TYPES OF MUTUAL FUND SCHEMES

#### 1. BY STRUCTURE

- 1.1. Open – Ended Schemes.
- 1.2. Close – Ended Schemes.
- 1.3. Interval Schemes.

#### 2. BY INVESTMENT OBJECTIVE

- 2.1. Growth Schemes.
- 2.2. Income Schemes.
- 2.3. Balanced Schemes.

#### 3. OTHER SCHEMES

- 3.1. Tax Saving Schemes.
- 3.2. Special Schemes.
- 3.3. Index Schemes.
- 3.4. Sector Specific Schemes.

### HOW TO DIMINISH TAKE A CHANCE WHILE INVESTING?

At all categories of savings, we create is area under discussion to risk. In detail we search out return on our investment with the sole purpose and exclusively for the reason that at the very commencement we take the risk of leave-taking with our funds, for in receipt of privileged rate backside at an in a while date. Panel itself is a chance. Well known economist and Nobel Prize beneficiary William Sharpe tried to set apart the total risk faced in whichever type of investment into two parts - systematic (Systemic) risk and unsystematic (Unsystematic) risk. Systematic risk is that risk which exists in the system. A few of the main examples of systematic risk are inflation, recession, war, political situation etc. Price increases erodes returns generated as of all investments e.g. But return from fixed deposit is 8 per cent and if inflation is 6 per cent afterward true rate of return starting fixed deposit is compact by 6 per cent. Similarly, if a return generated from equity market is 18 per cent as well as inflation is still 6 per cent after that equity returns will be less significant by the rate of inflation. In view of the fact that inflation exists in the system there is no mode one can stay left from the risk of inflation. Economic cycles, war and political situations have sound effects on each and every one forms of investments. In addition, these exist in the scheme and there is no way to continue away as of them. It is like knowledge to march. Somebody who wants to become skilled at to walk has to first go down; you cannot learn to walk without diminishing. In the same way anyone who wants to invest has to first expression systematic risk; in attendance can never formulate any kind of investment not including systematic risk. An additional outward appearance of risk is unsystematic risk. This risk does not stay alive in the system and for this reason is not appropriate to each and every one forms of investment. Unsystematic risk is related by means of meticulous structure of investment.

Understand we invest in stock market in addition to the market falls, after that only our investment in equity gets exaggerated OR if we have placed a fixed deposit in exacting bank and bank goes bankrupt, then we no more than lose money positioned in that bank. Despite the fact that there is no way to remain left from risk, we can until the end of time diminish the impact of risk. Diversification helps in droppings the impact of unsystematic risk. If our investment is spread from corner to corner a variety of asset classes, the impact of unsystematic risk is concentrated. If we have to be found fixed put down in more than a few banks, at that time

yet if one of the banks goes bankrupt our whole fixed deposit investment is not gone. Likewise, if our equity investment is in Tata Motors, HLL, Infosys, unfavorable information about Infosys will only impact venture in Infosys, every one of other stocks will not have whichever impact. To decrease the impact of systematic risk, we should invest on a regular basis. As a result of investing frequently we common out the impact of risk. Mutual fund, as an investment vehicle gives us advantage of both diversifications along with averaging. Portfolio of mutual funds consists of frequent securities moreover therefore unfavorable news in relation to particular security will have insignificant impact on the whole portfolio. As a result of systematically investing in mutual fund we search out do good to of rupee outlay averaging.

## CONCLUSION

This follow a line of investigation completed by means of observance in the crucial position Mutual fund consciousness along with investors. This improve reveals a lot of mutual exposure; in the course of these scrutiny plenty of knowledge on the subject of the different funds furthermore community society was gained. It makes inquiries lot of in sequence with reference to the up to date state of affairs of financial market, perceptive in strong point regarding the implementation of the special funds. Mutual fund investors desire to put in in fixed deposit & equity market relatively than investing in mutual fund. Newspaper is the chief supply for thoughtfulness of mutual fund awareness in investors.

Investors believe continuous moreover expected dividend disbursement at one and the same intervals. As a result, initiative should be full to complete investor's aspiration. Public are alert on the subject of the mutual fund, excluding unconscious of the fresh schemes. Advertisement ought to center of attention supplementary on popularizing mutual fund schemes. Publicity from first to last the media, home small screen channels, banners is the most excellent methods of promotion. The difference involving the bank's fixed deposit scheme and the mutual fund deposit scheme should be absolute understandable to the community who are investing in mutual fund. Customer grievance unit be required to be set up. Every one mutual fund scheme has an understandable investment aim and approach. Consultative services must be provided to prospective investors to be of assistance they choose a fund. Investors can decide on fund, which they bring into being appropriate to their objective furthermore invest as a result as in the direction of get hold of a highest benefit out of it.

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## TALENT MANAGEMENT IN EDUCATION SECTOR

**NAGESH C L**  
**ASST. PROFESSOR**  
**DEPARTMENT OF COMMERCE & MANAGEMENT**  
**NAGARJUNA DEGREE COLLEGE**  
**RAMAGONDANAHALLI**

**ABSTRACT**

*Talent management is an HR strategy to attract, retain, develop, motivate, reward and make people perform. It is a strategic workforce planning. Colleges are attracting students by introducing new methods of teaching with the help of human resources (Faculty). Colleges utilizing the technical skills of faculty to improve quality of education and retaining the best faculty to run the education institution successfully. The goal of talent management is to create a high performance, sustainable workforce that meets organization's strategic and operational goals and objectives. The purpose of this paper is to highlight the importance of Talent Management in Education Sector.*

**KEYWORDS**

attract, develop, motivate, reward, retain.

**INTRODUCTION**

India is an important educational center in the global education industry. India has more than 1.4 million schools and more than 35,000 higher education institutes. India has one of the largest higher education systems in the world and there is still a lot of potential for further development in the education system.

Talent management is attracting, developing and retaining employees, ensuring a pipeline of qualified people and building a culture of engagement and productivity which are important to the success of any organization.

With the technology support, talent management's real value is that it allows organizations to identify high performer and future leaders, track and evaluate employee performance, and identify and address skill gap with targeted training and development – all though it has a centralized system.

Although lecturer recruitment and retention have been policy concerns for many years, the strategic alignment of educator talent management initiatives has only recently begun to gain momentum. The adoption of a more comprehensive and strategic approach to securing a sufficient number of effective lecturers is evidenced by the creation of human capital or talent management directorship positions and initiatives in many large U.S. Schools. Education sector oversee the various policies and practices that aim to attract top talent to the institution. Smaller institution also is concerned with creating the appropriate mix of incentives to maintain a strong teaching force for their students.

**TALENT MANAGEMENT**

The term was coined by McKinsey & Company following a 1997 study, It was later the title of a book by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod however the connection between human resource development and organizational effectiveness has been established since the 1970s

The profession that supports talent management became increasingly formalized in the early 2000s.

Derek Stockley defines talent management as "A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs.

Talent management involves individual and organisational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organisation culture.

Talent management is closely related to either high-performing or high-potential employees or to talent in general. From this perspective which takes a more general view, talent management has no concern for organizational boundaries or specific positions and it is primarily focused on sourcing, developing and rewarding employee's talent. Collings and Mellahi (2009) add the fourth stream which emphasizes the identification of the key positions contributing to the competitive advantage of the organization in different ways. The systematic identification of the key positions is at the core of this concept rather than talented individuals per se.

Talent management is defined as a systematic and dynamic process of discovering, developing and sustaining talent. What works, depends on the context and the way the organization implements the practices. So talent management may be organizationally specific and dependent on the context and could be defined as follows:

- Talent management is a systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization (CIPD, 2006);
- Talent management means the implementation of integrated strategies or systems designed to increase the workplace productivity by developing improved processes of attracting, developing, retaining and utilizing people with the required skills and aptitude so that they can meet the current and future business needs;
- Talent management is defined as an integrated set of HR practices or functions, such as recruitment, selection, development and performance appraisal aimed at increasing the capacity of organization (SHRM, 2006; Fegley 2006; Mercer 2005)

**CHALLENGES OF TALENT MANAGEMENT**

**Identification and Acquisition of Talent:** Talent identification is evaluating what the organization has and its needs in terms of abilities, skill, knowledge, experience, number and commitment

**Development:** Talent development requires development of available talent in the organization. Development of talent is ensured through identification of skill gap and developing them through skill training and development programmers.

**Retention:** Talent retention is critical to talent management. The challenge of talent management is more aggravated with the increasingly high attrition. When talents resign, there are some categories of costs that the organization has to bear, **Vacancy costs** for e.g. costs of additional overtime, part-time staff, **Replacement costs** for e.g. testing, recruitment, interviewing, Performance differential costs for e.g. Students dissatisfaction, impact on reputation, reduction in strength of students.

**OBJECTIVES**

1. To Gain an insight about talent management in India
2. To study the importance of talent management
3. To Highlight the importance of talent management in education sector

## REVIEW OF LITERATURE

Dr. Ellen Behrstock, (2010) examined effective talent management practices in education and other sectors, with an emphasis on strategies to attract and retain members of generation.

Dr. Ashuthos Muduli, in his research, mentioned Recruiting and staffing, competency management, leadership development and assessment, performance management are found to correlate least with absenteeism, whilst compensation and succession planning appeared to be more strongly related with absenteeism. Leadership development and assessment, performance management, compensation and succession planning are strongly related with turnover, whilst recruiting and staffing, competency management are found to correlate least with turnover, competency management, leadership development and assessment, performance management are strongly related with productivity, whilst compensation and succession planning and recruiting and staffing correlate least productivity. NTMN defined the talent management through surveys in 2009–2011. Those surveys indicated that activities within talent management included succession planning, assessment, development and high potential management. Activities such as performance management and talent acquisition (recruiting) were less frequently included in the remit of corporate talent management practitioners. Compensation was not a function associated with talent management.

Collings, D.G. and Mellahi, K. (2009) defined strategic talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization. In this regard, it is important to note that key positions are not necessarily restricted to the top management team (TMT) but also include key positions at levels lower than the TMT and may vary between operating units and indeed over time.

Roy T. Kuruvilla, 2004: Most of the Top companies spend anywhere in the range of Rs 30000 to 35000 per month for each employee who wants to upgrade their personal or professional skills through online self-study mode. BPOs use spirituality as a retention tool. Many HR executives working in the BPO space concede that their companies are working out modes to include spirituality sessions as part of self-development programmes for employees. The companies do facilitate employees to go for relaxation sessions through yoga, Art of Living or through physical training in Gyms in each of its centers.

Lewis and Heckman (2006) Talent management is a set of processes aimed at the creation of databases of talents (talent pools). This perspective highlights the concept of 'talent pools' and emphasizes the development of talent pools focusing on "projecting employee / staffing needs and managing the progression of employees through positions".

Collings and Mellahi (2009) Talent management is closely related to either high-performing or high-potential employees or to talent in general. From this perspective which takes a more general view, talent management has no concern for organizational boundaries or specific positions and it is primarily focused on sourcing, developing and rewarding employee's talent.

Talent management is a systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization (CIPD, 2006);

## TALENT MANAGEMENT IN EDUCATION SECTOR

Talent Management practices are usually elaborated by Human Resource Management departments and Talent Management principles and organizational context are taken into consideration.

**Preparation:** Education institutions need to ensure that their teacher preparation programs are selective in their admissions and responsive to local needs for teacher in certain subjects, use a wide variety of pedagogical approaches, develop skills and knowledge applicable to a diverse range of schools and classes, and collect data on the effectiveness of their approaches.

**Recruitment:** Education institutions must identify the highly effective teachers. In addition, officials must maintain high recruitment standards while reaching out to a diverse pool of potential candidates.

**Hiring:** Streamlined hiring processes should be conducted on an early hiring timeline and allow for rich information sharing between education institutions and teachers.

**Induction:** A high-quality induction and mentoring program should be available to new teachers; the program should be accompanied by appropriate and manageable teaching assignments that recognize their novice status.

**Professional Development:** Ongoing, job-embedded, differentiated professional development should be available for all teachers.

**Working conditions:** Teachers should enjoy a professional workplace that includes positive, collaborative, and team-oriented cultures, limited discipline and classroom management problems; safe, clean, and appropriately equipped facilities and reasonable workload.

**Compensation and Incentives:** Teachers should be rewarded generously with salaries that are market-sensitive, competitive and performance-based.

**Performance management:** Teachers' evaluations should be differentiated and provide clear and timely feedback, they also should be linked to teacher's goals, professional development and incentives.

In a report on integrated talent management across various sectors, Ringo et al. (2008) identify the following broad dimensions of talent management based on surveys of more than 1,000 private and public sector organizations:

- **"Develop strategy"**. Implement the best long-term approach for recruiting and retaining workers
- **"Attract and Retain"**. Recruit and retain those that possess the particular skills and knowledge needed by the organization
- **"Motivate and Develop"**. Develop teachers' skills and knowledge to meet the company's needs and provide the motivational factors to ensure job satisfaction.
- **"Deploy and manage"**. Create scheduling and resource deployment practices that align well with the needs of the organization.
- Connect and Enable Encourage collaboration and the sharing of expertise as well as the information technology capabilities to help individual across the organization identify and connect with others who can share their relevant talents.
- Transform and sustain Maintain continuity of procedures while achieving clear, measurable change to advance the talent in the organization

Attracting and retaining talent, motivating and developing workers, and transforming and sustaining the workforce (Ringo et al., 2008)

Lawer (2008) recommends that to be effective, the senior management in "human capital centric" organization (i.e., organizations that strive for success by attracting, developing, retaining, organizing and managing people) should spend 30-50 percent of their time on talent management. Lawer identifies the following best practices for recruitment, development and retention:

### RECRUITMENT

- Facilitate the right employee-organization fit by providing accurate previews of the employee experience (e.g., in the job opening language, through online testimonials from current employees)
- Develop employment contracts that formally state what employees can expect and what is expected of them
- Offer individualized employment contracts to account for diversity in age, preference and lifestyles of top talent, when to work, where to work, working hours, type of compensation, and other factor should be individualized.
- Learn about applicants' past practices, past practices are more indicative of future potential than interview and resumes
- Create the impression that the hiring selection process is highly selective
- Offer to provide candidates with feedback on their performance in order to attract those who want to learn and develop themselves while dissuading those who do not.
- Provide internship opportunities to expose potential applicants to a realistic preview of the company and gauge their performance before making an offer.

### DEVELOPMENT

- Encourage career self-management through timely and effective performance reviews that clarify the individual's potential future roles in the organization and skills that must be developed further.

- Publicize the plans for changing technology within the organization to indicate which skills employees should focus on developing
- Enable movement within an organization to encourage the best match. Although movement can cause disruption, it is vital for utilizing talent effectively and maintaining employee motivation and morale

**RETENTION**

- Understand the market. Know why an employee might find another job opportunity more attractive than the current arrangement.
- Understand employees. Values differ from employee to employee, and employers will benefit from knowing the values of their top performers.
- Focus retention efforts on the best talent to create an upward spiral of increasingly better talent attraction and retention
- Identify and reward high performers.
- Collect information about the talent in the organization.

**SUGGESTIONS**

- Recruitment - ensuring the right people are attracted to the organisation.
- Retention - developing and implementing practices that reward and support employees.
- Employee development - ensuring continuous informal and formal learning and development.
- Leadership and "high potential employee" development - specific development programs for existing and future leaders.
- Performance management - specific processes that nurture and support performance, including feedback / measurement.
- Workforce planning - planning for business and general changes, including the older workforce and current / future skills shortages.
- Work Culture - development of a positive, progressive and high performance "way of operating".

**CONCLUSION**

Proper development and effective implementation of Talent Management will make the organization more productive. Failures of Talent Management reflect misconnects of its concept. The goal of Talent management is to help the organization to achieve its overall objectives. Every employer needs to understand the importance of talent management and should develop a strategy to attract and retain the talent that the organization needs to succeed.

We suggest a change of mindset at the management levels with respect to talent acquisition, development and retention.

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## CUSTOMER SATISFACTION OF AIRTEL CELLULAR SERVICE IN CUMBUM TOWN, THENI DISTRICT, TAMILNADU

**DR. A. SULTHAN MOHIDEEN**

**ASST. PROFESSOR**

**HAJEE KARUTHA ROWTHER HOWDIA COLLEGE (AUTONOMOUS)  
UTHAMAPALAYAM**

**M. MOHAMED ISHAQ**

**ASST. PROFESSOR**

**HAJEE KARUTHA ROWTHER HOWDIA COLLEGE (AUTONOMOUS)  
UTHAMAPALAYAM**

**M. MOHAMED ILYAS**

**RESEARCH SCHOLAR**

**HAJEE KARUTHA ROWTHER HOWDIA COLLEGE (AUTONOMOUS)  
UTHAMAPALAYAM**

### ABSTRACT

*Telecommunication is the assisted transmission over a distance for the purpose of communication. In earlier times, this may have involved the use of smoke signals, drums, semaphore, flags or heliograph. In modern times, telecommunication typically involves the use of electronic devices such as the telephone, television, radio or computer. Early inventors in the field of telecommunication include Alexander Graham Bell, Guglielmo Marconi and John Logie Baird. As India's leading telecommunication company, Airtel brand has played the role as a major catalyst in India's reforms, contributing to its economic resurgence. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - Mobile Services, Airtel Telemedia Services & Enterprise Services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles while the Airtel Telemedia Services business offers broadband & telephone services in 95 cities and has recently launched a Direct-to-Home (DTH) service, Airtel digital TV. The company provides end-to-end data and enterprise services to the corporate customers through its nationwide fiber optic backbone, last mile connectivity in fixed-line and mobile circles, VSATs, ISP and international bandwidth access through the gateways and landing station.*

### KEYWORDS

telecommunication, cellular, service, satisfaction, sector.

### INTRODUCTION

The telecom industry has been divided into two major segments, that is, fixed and wireless cellular services for this report. Besides, internet services, VAS, PMRTS and VSAT also have been discussed in brief in the report. In today's information age, the telecommunication industry has a vital role to play. Considered as the backbone of industrial and economic development, the industry has been aiding delivery of voice and data services at rapidly increasing speeds, and thus, has been revolutionizing human communication. Although the Indian telecom industry is one of the fastest-growing industries in the world, the current teledensity or telecom penetration is extremely low when compared with global standards. India's teledensity of 36.98% in FY09 is amongst the lowest in the world. Further, the urban teledensity is over 80%, while rural teledensity is less than 20%, and this gap is increasing. As majority of the population resides in rural areas, it is important that the government takes steps to improve rural teledensity. No doubt the government has taken certain policy initiatives, which include the creation of the Universal Service Obligation Fund, for improving rural telephony. These measures are expected to improve the rural tele-density and bridge the rural-urban gap in tele-density.

### EVOLUTION

Indian telecom sector is more than 165 years old. Telecommunications was first introduced in India in 1851 when the first operational land lines were laid by the government near Kolkata (then Calcutta), although telephone services were formally introduced in India much later in 1881. Further, in 1883, telephone services were merged with the postal system. In 1947, after India attained independence, all foreign telecommunication companies were nationalised to form the Posts, Telephone and Telegraph (PTT), a body that was governed by the Ministry of Communication. The Indian telecom sector was entirely under government ownership until 1984, when the private sector was allowed in telecommunication equipment manufacturing only. The government concretised its earlier efforts towards developing R&D in the sector by setting up an autonomous body – Centre for Development of Telematics (C-DOT) in 1984 to develop state-of-the-art telecommunication technology to meet the growing needs of the Indian telecommunication network. The actual evolution of the industry started after the Government separated the Department of Post and Telegraph in 1985 by setting up the Department of Posts and the Department of Telecommunications (DoT). The entire evolution of the telecom industry can be classified into three distinct phases.

- Phase I- Pre-Liberalisation Era (1980-89)
- Phase II- Post Liberalisation Era (1990-99)
- Phase III- Post 2000

Until the late 90s the Government of India held a monopoly on all types of communications – as a result of the Telegraph Act of 1885. As mentioned earlier in the chapter, until the industry was liberalised in the early nineties, it was a heavily government-controlled and small-sized market, Government policies have played a key role in shaping the structure and size of the Telecom industry in India. As a result, the Indian telecom market is one of the most liberalised market in the world with private participation in almost all of its segments. The New Telecom Policy (NTP-99) provided the much needed impetus to the growth of this industry and set the trend for liberalisation in the industry.

### STATEMENT OF THE PROBLEM

The Indian telecom industry has come a long way since its liberalisation era. The industry has witnessed exponential growth especially in the wireless segment in the last few years. The plethora of telecom services evolved over the years, ranging from basic telephony to voice, video and data services, Wimax, WLAN and VPN, and bandwidth on demand to virtual private networks have catalysed revolutionary changes in the business operations for the service sector, i.e., IT, BPO and also the manufacturing sectors etc, besides providing millions of people access to new technology. Even though the sector has reflected promising growth,



the teledensity in India still remains at a very low level compared with international standards and thus providing tremendous opportunity for future growth. In the medium-term, the industry is expected to continue to record good subscriber growth as a result of low penetration levels, heightened competition; a sustained fall in minimum subscription cost and tariff that increase affordability for lower-income rural users, expansion of coverage area by mobile operators, and government support through schemes such as the rural infrastructure roll out funded by subsidies from the Universal Service Obligation (USO) Fund. The Indian telecom sector offers unprecedented opportunities in various areas, such as rural telephony, 3G, virtual private network, value-added services, et al. Nonetheless, the lack of telecom infrastructure in rural areas and falling ARPU of telecom service providers could inhibit the future growth of the industry. A study about customer satisfaction of airtel cellular service in Cumbum town, Theni district, Tamilnadu is not so far analysed by any researcher. Hence, the researcher wants to analyze the customer satisfaction regarding airtel services in the study area.

### OBJECTIVES OF THE STUDY

- To know about the Telecom Industry.
- To know the information about the Airtel cellular services.
- To find the effectiveness of the company in reaching the public and its customer satisfaction in the study area.
- To provide suggestions to improve the customer satisfaction towards Airtel.

### METHODOLOGY

For the purpose of this study Survey method has been followed. Survey method is a device for collecting data (or) Factual Information of the universe (or) Population. Two kinds of survey are

- Sample Enquiry
- Census Enquiry

#### SAMPLE ENQUIRY

Instead of every unit of the universe only a part of the universe is studied and the conclusion is drawn on that basis for the entire population.

#### COLLECTION OF DATA

Data are the material collected by the researcher (or) the investigator. For the purpose of this study both primary and secondary data have been collected.

#### PRIMARY DATA

Primary data include the actual information received from the individuals directly concerned with the problem of study by using questionnaires.

#### SECONDARY DATA

The Secondary data includes all type of published and unpublished public (or) private documents and other such type of information.

#### SAMPLE

Sample is the proportion of the population to be studied. Sample is a smaller representation of a large whole. A small survey has been taken from hundred and ten Airtel customers. The researcher used the random sampling method for collecting primary data. In this method each and every unit of the population has an equal chance of being selected in the sample.

#### QUESTIONNAIRE

The word "Questionnaire" refers to device of securing answer to questions by using a form which the respondent fills in.

### BHARTI AIRTEL

Bharti Airtel Limited is an Indian multinational telecommunications services company headquartered in New Delhi, India. It operates in 20 countries across South Asia, Africa, and the Channel Islands. Airtel provides GSM, 3G and 4G LTE mobile services, fixed line broadband and voice services depending upon the country of operation. It is the largest cellular service provider in India, with 192.22 million subscribers as of August 2013. Airtel is the largest mobile operator in South Asia and the fourth largest in the world by subscriber base. Airtel was named India's second most valuable brand in the first ever Brandz ranking by Millward Brown and WPP plc. Airtel is credited with pioneering the business strategy of outsourcing all of its business operations except marketing, sales and finance and building the 'minutes factory' model of low cost and high volumes. The strategy has since been adopted by several operators. Airtel's telecom equipment is provided and maintained by Ericsson and Nokia Solutions and Networks<sup>[10]</sup> whereas IT support is provided by IBM. The transmission towers are maintained by subsidiaries and joint venture companies of Bharti including Bharti Infratel and Indus Towers in India. Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates of 1/minute (US\$0.02/minute).

#### HISTORY

In 1984, Sunil Mittal started assembling push-button phones in India, which he earlier used to import from a Taiwan company, Kingtel, replacing the old fashioned, bulky rotary phones that were in use in the country then. Bharti Telecom Limited (BTL) was incorporated and entered into a technical tie up with Siemens AG of Germany for manufacture of electronic push button phones. By the early 1990s, Bharti was making fax machines, cordless phones and other telecom gear. He named his first push-button phones as 'Mitbrau'. In 1992, he successfully bid for one of the four mobile phone network licences auctioned in India. One of the conditions for the Delhi cellular license was that the bidder have some experience as a telecom operator. So, Mittal clinched a deal with the French telecom group Vivendi. He was one of the first Indian entrepreneurs to identify the mobile telecom business as a major growth area. His plans were finally approved by the Government in 1994 and he launched services in Delhi in 1995, when Bharti Cellular Limited (BCL) was formed to offer cellular services under the brand name Airtel. Within a few years Bharti became the first telecom company to cross the 2-million mobile subscriber mark. Bharti also brought down the STD/ISD cellular rates in India under brand name 'Indiaone'.

In 1999, Bharti Enterprises acquired control of JT Holdings, and extended cellular operations to Karnataka and Andhra Pradesh. In 2000, Bharti acquired control of Skycell Communications, in Chennai. In 2001, the company acquired control of Spice Cell in Calcutta. Bharti Enterprises went public in 2002, and the company was listed on Bombay Stock Exchange and National Stock Exchange of India. In 2003, the cellular phone operations were rebranded under the single Airtel brand. In 2004, Bharti acquired control of Hexacom and entered Rajasthan. In 2005, Bharti extended its network to Andaman and Nicobar. This expansion allowed it to offer voice services all across India. Airtel launched "Hello Tunes", a Caller ring back tone service (CRBT), in July 2004 becoming to the first operator in India to do so. The Airtel theme song, composed by A.R. Rahman, was the most popular tune on that year. In May 2008, it emerged that Airtel was exploring the possibility of buying the MTN Group, a South Africa-based telecommunications company with coverage in 21 countries in Africa and the Middle East. The Financial Times reported that Bharti was considering offering US\$45 billion for a 100% stake in MTN, which would be the largest overseas acquisition ever by an Indian firm. However, both sides emphasize the tentative nature of the talks, while The Economist magazine noted, "If anything, Bharti would be marrying up," as MTN has more subscribers, higher revenues and broader geographic coverage. However, the talks fell apart as MTN group tried to reverse the negotiations by making Bharti almost a subsidiary of the new company. In May 2009, Bharti Airtel again confirmed that it was in talks with MTN and the companies agreed to discuss the potential transaction exclusively by 31 July 2009. Talks eventually ended without agreement, some sources stating that this was due to opposition from the South African government.

In 2009, Bharti negotiated for its strategic partner Alcatel-Lucent to manage the network infrastructure for the fixed line business. Later, Bharti Airtel awarded the three-year contract to Alcatel-Lucent for setting up an Internet Protocol access network across the country. This would help consumers access internet at faster speed and high quality internet browsing on mobile handsets. In 2009, Airtel launched its first international mobile network in Sri Lanka. In June 2010, Bharti acquired the African business of Zain Telecom for \$10.7 billion making it the largest ever acquisition by an Indian telecom firm. In 2012, Bharti tied up with Wal-Mart, the US retail giant, to start a number of retail stores across India. In 2014, Bharti planned to acquire Loop Mobile for INR 7 billion, but the deal was called off later.<sup>1</sup>

Telecom giant Bharti Airtel is the flagship company of Bharti Enterprises. The Bharti Group has a diverse business portfolio and has created global brands in the telecommunication sector. Bharti has recently forayed into retail business as Bharti Retail Pvt. Ltd. under a MoU with Wal-Mart for the cash & carry business. It has successfully launched an international venture with EL Rothschild Group to export fresh agri products exclusively to markets in Europe and USA and has launched Bharti AXA Life Insurance Company Ltd under a joint venture with AXA, world leader in financial protection and wealth management.

Airtel comes to you from Bharti Airtel Limited, India's largest integrated and the first private telecom services provider with a footprint in all the 23 telecom circles. Bharti Airtel since its inception has been at the forefront of technology and has steered the course of the telecom sector in the country with its world class products and services. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - Mobile Services, Airtel Telemedia Services & Enterprise Services. The mobile business provides mobile & fixed wireless services using GSM technology across 23 telecom circles while the Airtel Telemedia Services business offers broadband & telephone services in 95 cities and has recently launched India's best Direct-to-Home (DTH) service, Airtel digital TV. The Enterprise services provide end-to-end telecom solutions to corporate customers and national & international long distance services to carriers. All these services are provided under the Airtel brand. Airtel was born free, a force unleashed into the market with a relentless and unwavering determination to succeed. A spirit charged with energy, creativity and a team driven "to seize the day" with an ambition to become the most globally admired telecom service. Airtel, in just ten years of operations, rose to the pinnacle to achievement and continues to lead.

## DATA ANALYSIS AND INTERPRETATION

### OPINION ABOUT THE DURATION OF RECHARGE OF MOBILE PHONES

The consumers have to recharge their mobile phones to enjoy the services continuously. There are different kinds of plan that are being used by them. The responses and opinion of consumers about the duration of recharge of mobile phones are given in Table 1.

**TABLE 1: OPINION ABOUT THE MOBILE PHONE RECHARGING RESPONSES IN DIFFERENT DURATIONS**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Once in a month	31	28
2.	Once in two months	45	41
3.	Lifetime Recharge / Only Incoming	34	31
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates 28% of the respondent's recharge once in a month, 41% of the respondents recharge once in two months and the remaining 31% use lifetime recharge only incoming option.

### OPINION ABOUT SMS/MMS FACILITY

The Airtel provides facility of SMS and MMS services to all subscribers. The responses and the opinion about SMS and MMS facility is that explained in Table 2.

**TABLE 2: OPINION ABOUT THE RESPONSES REGARDING USE OF SMS/MMS FACILITY**

S.No	Responses	No. of Respondents	Percentage (%)
1.	Yes	56	51
2.	No	54	49
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates 51% of the respondents make use of SMS/MMS facility, whereas 49% of the respondents do not making use of it.

### RESPONSES OF CONSUMERS ABOUT THE USE OF GPRS FACILITY

The Airtel provides a special facility is called GPRS (General Packer Radio Service). The customers can use the internet through this service. The opinion about respondents regarding the use of GPRS services that are given in Table 3.

**TABLE 3: STATISTICS ABOUT THE RESPONSES REGARDING THE USE OF GPRS FACILITY**

S.No	Responses	No. of Respondents	Percentage (%)
1.	Yes	65	59
2.	No	45	41
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 59% of the respondents make use of the GPRS services, whereas 41% of the respondents are not making use of it.

### RESPONSES REGARDING GENERAL NETWORK COVERAGE IN AIRTEL

Network coverage has a wide role in the customer satisfaction. The Network coverage is varying from one place to another. In some cases, the customers may or may not be satisfied. The oral statistics about the network coverage of Airtel Network has mentioned in Table.4.

**TABLE 4: RESPONSES REGARDING THE GENERAL NETWORK COVERAGE IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Very Good	17	15
2.	Fair	53	48
3.	Bad	27	25
4.	Very Bad	13	12
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates 15% of the respondents feel that the general network coverage in Airtel was very good, whereas 48% of the respondents feel that it was fair, 25% feel that it was bad, and 12% of them very bad.

### RESPONSES REGARDING THE NETWORK COVERAGE OF AIRTEL IN OUT OF STATIONS

The customers may go out stations in which they expected to have a fair network coverage wherever they go. The opinion about the network coverage in outer areas is described in Table 5.

**TABLE 5: NETWORK COVERAGE IN OUTER AREAS IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Very Good	32	29
2.	Fair	49	45
3.	Bad	18	16
4.	Very Bad	11	10
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates 29% of the respondents feel that the network coverage in outer areas in Airtel is very good, whereas 45% of them feel that it was fair, 16% of them feel it was bad, and remaining 10% beet mat it was very bad.

#### OPINIONS REGARDING GETTING OFFER INFORMATIONS FROM AIRTEL

The Airtel provides more offer to the customers. The customers can know the information about the offers through SMS, Phone Calls, and Television Advertisements. The responses regarding getting offer information from Airtel is expressed in Table 6.

**TABLE 6: GETTING OFFER INFORMATION FROM AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Through SMS from the company	50	45
2.	Through Phone Calls from the company	34	31
3.	Through Television Ads	26	24
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates 45% of the respondents say that they receive offer information through SMS from the company, whereas 31% of them said that they receive offer information through phone calls from the company & 24% of them say that they receive information through television ads.

#### OPINION REGARDING THE BEST FEATURES IN AIRTEL

The Airtel provide more facilities to the customers such as GRPS, Low Call Rates, Better Network Coverage and more. The customer's opinion regarding the best features and facilities in Airtel has given in Table 7.

**TABLE 7: STATISTICS ABOUT THE RESPONSES REGARDING THE BEST FEATURE IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Low Call Rates	12	11
2.	GPRS	34	31
3.	Network Coverage	26	24
4.	All the above	38	34
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 11% of the respondents say that low call rates is the best feature of Airtel, whereas 31% say that GPRS was the best, 24% of them said that network coverage was the best, and 34% say that all the above are the best.

#### OPINION ABOUT THE OFFERS MOSTLY USED IN AIRTEL

There are various offers available in Airtel Network. The customers may have attracted by one or more offers. The opinion about mostly used offers by customers has explained in Table 8.

**TABLE 8: OPINION ABOUT THE RESPONSES REGARDING THE OFFERS MOSTLY USED IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Booster Pack / Rate Cutter	13	12
2.	Hello Tunes	25	23
3.	GPRS	33	30
4.	All the above	39	35
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 12% of the respondents feel that booster pack/rate cutter was the best offer from Airtel, whereas 23% of them feel that hello tunes was the best, 30% of them feel that GPRS was the best and the remaining 35% of them feel that all the above was the best.

#### THE RESPONSES REGARDING THE FANCY NUMBERS AVAILABILITY IN AIRTEL

The customers may want to see use the fancy numbers, because it is easy to memories in their mind. The opinion about the fancy numbers availability in Airtel is stated in Table 9.

**TABLE 9: OPINION ABOUT THE RESPONSES REGARDING THE FANCY MOBILE NUMBERS AVAILABILITY IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	More	35	32
2.	Less	45	41
3.	Very Less	19	17
4.	Average	11	10
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 32% of the respondents feel that there are more fancy mobile numbers available with Airtel, whereas 41% of them feel that it is less, 17% of them feel it is very less and the remaining 10% average.

#### OPINION ABOUT THE PLAN CHANGE OPTION AVAILABILITY IN AIRTEL

The customer may change one plan to another, if they want. The responses of customer regarding the plan change option availabilities are stated in Table 10.

**TABLE 10: OPINION ABOUT THE RESPONSES REGARDING THE PLAN CHANGE OPTIONS AVAILABILITY IN AIRTEL**

S.No	Responses	No. of Respondents	Percentage (%)
1.	More	18	16
2.	Less	44	40
3.	Very Less	29	27
4.	Average	19	17
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 16% of the respondents feel that there are more plan change options available with Airtel, whereas 40% of them feel that it is less, 27% of them feel it was very less and the remaining 17% average.

#### RESPONSES REGARDING THE CUSTOMER SUPPORTING IN AIRTEL

The following table indicates the customer's feeling and support about the Airtel such as very good, fair, bad, very bad.

**TABLE 11: OPINION ABOUT THE RESPONSES REGARDING THE CUSTOMER SUPPORT IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Very Good	17	16
2.	Fair	31	28
3.	Bad	33	30
4.	Very Bad	29	26
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 16% of the respondents feel that the Customer Support was very good in Airtel, whereas 28% of them feel that it was fair, 30% of them feel it was bad and the remaining 26% very bad.

**OPINION ABOUT PREPAID/ POST PAID CONNECTION IN AIRTEL**

The customers can get the service from Airtel by two ways – prepaid and post paid. The customer's preference on prepaid and post paid has stated in Table 12.

**TABLE 12: OPINION ABOUT THE RESPONSES REGARDING PREPAID/POSTPAID CONNECTION IN AIRTEL**

S.No	Responses	No. of Respondents	Percentage (%)
1.	Prepaid	62	56
2.	Postpaid	48	44
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 56% of the respondents use prepaid Airtel SIM card, whereas 44% of them use postpaid Airtel SIM card.

**THE RESPONSES REGARDING THE TARIFF OF AIRTEL SIM CARD AT GOOD CHEAP RATES**

The competition in cellular service is very high so every service network reduces the price of the sim card to beat the competitor. The responses regarding the tariff of the Airtel sim card at good cheap rates has stated in Table 13.

**TABLE 13: RESPONSES REGARDING THE TARIFF OF THE SIM CARD AT GOOD CHEAP RATES**

S.No	Responses	No. of Respondents	Percentage (%)
1.	Yes	57	52
2.	No	53	48
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 52% of the respondents feel that the tariff of the SIM card was at cheap rates in Airtel, whereas 48% of them feel that it was not so.

**RESPONSES REGARDING THAT THE REGISTRATION AND ACTIVATION PROCESS OF THE SIM CARD IS QUICK**

The customer may feel that the process of activation and registration or quick not the following table indicates the opinion of customer about the registration and activation process in Airtel.

**TABLE 14: OPINION ABOUT THE RESPONSES REGARDING THE REGISTRATION AND ACTIVATION PROCESS OF THE SIM CARD**

S.No	Responses	No. of Respondents	Percentage (%)
1.	Yes	60	55
2.	No	50	45
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 55% of the respondents feel that the registration and activation process is quick enough in Airtel, whereas 45% of them feel that it is not so.

**RESPONSES REGARDING E-RECHARGE IN AIRTEL**

Airtel provides also the e-recharge facility to their customers. The customer's feelings and opinion about the facility of e-recharge of Airtel has stated in Table 15.

**TABLE 15: OPINION ABOUT THE RESPONSES REGARDING THE E-RECHARGE IN AIRTEL**

S. No	Responses	No. of Respondents	Percentage (%)
1.	Very Fast	26	23
2.	Fast	34	31
3.	Slow	33	30
4.	Very Slow	17	16
	<b>Total</b>	<b>110</b>	<b>100</b>

Source: primary data

The above table indicates that 23% of the respondents feel that the E-Recharge is very fast in Airtel, whereas 31% of them feel that it is fast, 30% of them feel it is slow and the remaining 16% very slow.

**FINDINGS, SUGGESTIONS AND CONCLUSIONS****FINDINGS**

- Majority (53%) of the respondent's recharge once in a month, 27% of the respondent's recharge once in two months and the remaining 20% use lifetime recharge / only incoming option.
- Majority (53%) of the respondents feel that the general network coverage in Airtel was very good.
- Majority (53%) of the respondents feel that the network coverage in outer areas in Airtel was very good.
- Majority of the respondents have said that they receive offer information through SMS from the company, and only a few have said that they receive phone calls or watch television ads in Airtel.
- Regarding the best feature, majority of the respondents have said that Airtel is best at all the above. [Network Coverage, GPRS, Low call rates].
- Above all, the Customer Support is the most important thing to be noted. Majority (47%) of the respondents feel that Airtel is very good in terms of customer support.
- Majority of the respondents feel that the tariff, registration and activation process is economic, and quick enough.
- Majority of them feel that E-Recharge was also very fast in Airtel.

**SUGGESTIONS**

- Airtel has to promote their facilities offered in a wide manner.
- Should provide good basic training to their staff in-order to gain more customers.

- Should maintain the good relationship with the customers and try to satisfy their needs.
- Priority should be given to those facilities that customers are not that much interested as of now.
- The Airtel should expand their net work coverage in outer areas.

#### CONCLUSION

The competitive intensity in the telecom industry in India is one of the highest in the world and has lead to sustained fall in realisation for the service providers. Intense competitive pressure and cut throat pricing has resulted in declining ARPUs. With increasing number of new entrants in the telecom space the competitive intensity is likely to continue, putting further downward pressures on the telecom tariffs. Thus, the telecom companies might have to grapple with further decline in ARPUs, going forward.

Telecommunication is the assisted transmission over a distance for the purpose of communication. In earlier times, this may have involved the use of smoke signals, drums, semaphore, flags or heliograph. In modern times, telecommunication typically involves the use of electronic devices such as the telephone, television, radio or computer. Good Training is a must to achieve more and more. Any training activity should be goal oriented and genuinely aimed at improving quality of work, worker, and work place. Training given by the Telecom giant Airtel is to develop personal professional skills of the trainees' attitude. This project report shows that Airtel is good at providing the latest techniques & facilities to their customers. This is the study regarding customer satisfaction towards Airtel which concludes that Airtel is rated very good by their customers in the study area.

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**E-GOVERNANCE: A CHALLENGE FOR INDIA**

**DR. MALIKA BHIYANA**  
**ASST. PROFESSOR**  
**GOVERNMENT U.G. COLLEGE.**  
**BARWALA**

**RAVI KUMAR BARWAL**  
**STUDENT**  
**GOVERNMENT P. G. COLLEGE**  
**AMBALA CANTT.**

**ABSTRACT**

*The emergence of Information and Communication Technology (ICT) has provided means for faster and better communication, retrieval of data and utilization of information to its users. E-Governance is basically the application of ICT to provide government services to the citizens through internet. In developing countries like India, where literacy level is very low and even most of the people are living below poverty line, people are not even aware about the benefits of E-Governance activities and people do not use Information and Communication technologies to a much extent, there exist a number of problems to implement E-Governance activities. This research paper highlights the main challenges related to the implementation of E-Governance in India.*

**KEYWORDS**

cost, different languages, e-readiness rank, e-governance, ICT, literacy level, per capita income, separation.

**INTRODUCTION**

The term e-Government came into existence with the advent of government websites in late 1990s. E-Governance or „electronic Governance“ refers to the use of Information and Communication Technologies (ICTs) to provide citizens and organisations with more convenient access to the government's services and information. In other words, E-Governance involves ICTs, especially the internet, to improve the delivery of government services to citizens, businesses and government agencies. It is not limited to the public sector only but also includes the management and administration of policies and procedures in private sector as well. The use of internet not only delivers the services faster but also brings more transparency between the government and the citizens. But in developing countries like India, where literacy level is very low and most of the people are living below poverty line, it is very much difficult for the government to provide its services to such citizens via means of internet. Even the e-Readiness Rank of India is very low. E-readiness is defined as the ability to use information and communication technologies to develop one's economy and welfare. Many other factors like privacy and security related to user's personal information, digital divide etc. are also huge challenges for the implementation of E-Governance in India.

**CHALLENGES FOR E-GOVERNANCE IN INDIA**

There are a large number of obstacles in implementation of E-Governance in India. These can be categorized under the following titles:

- Environmental and Social Challenges,
- Economical Challenges
- Technical Challenges.

These challenges are explained below:

**A. ENVIRONMENTAL AND SOCIAL CHALLENGES**

**i) Different Language:** India is a country where people with different cultures and different religions live. People belonging to different states speak different languages. The diversity of people in context of language is a huge challenge for implementing E-Governance projects as E-Governance applications are written in English language. And also, English may not be understandable by most of the people. Therefore, it becomes a challenge for the government to write E-Governance applications which are to be implemented for the whole nation in more than one language so that these may be acceptable to the users of a particular language.

**ii) Low Literacy:** Literacy can be defined as the ability to read and write with understanding in any language. A person who can merely read but cannot write cannot be considered as literate. Any formal education or minimum educational standard is not necessary to be considered literate. Literacy level of India is very low which is a huge obstacle in implementation of E-Governance projects. Illiterate people are not able to access the e-Governance applications; hence the projects do not get much success.

**iii) Low IT Literacy:** Much of the Indian people are not literate and those who are literate, they do not have much knowledge about Information Technology (IT). Most of the people in India are not aware about the usage of Information Technology. So, in India, having such low level of IT literacy, how can e-Governance projects be implemented successfully? We can say that IT illiteracy is a major obstacle in implementation of E-Governance in India. So, first of all Indian people must be made aware about the usage of Information Technology.

**iv) Recognition of applications:** Recognition of the e-Governance facilities by the citizens is another huge challenge. It is a challenge to have all the citizens well aware of the facilities offered by the e-government and have them to trust in it, so that citizens should be ready to accept these facilities.

**v) User friendliness of government websites:** Users of E-Governance applications are often non-expert users who may not be able to use the applications in a right manner. Such users need guidance to find the right way to perform their transactions. Therefore, government websites must be user friendly so that more and more people can use them easily. Hence, these websites can be more effective. If government websites will be designed in an easier format only then these will be more usable for the users who are not expert users of IT.

**vi) Services are not accessible easily:** The concept of E-Governance is claiming for increased efficiency and effectiveness of the government, but these goals will be achieved only if the service will be available to the 100% of the citizens. So, every service should be accessible by anybody from anywhere and anytime. Even if the users of Internet are growing but still there is a major part of Indian population which is not able to access e-Governance activities for variety of reasons, e.g. some people may have limited access to Information and Communication Technologies and devices. Therefore, government has to provide internet access through public terminals as a part of their universal access efforts.

**vii) Confidence on technologies provided by government:** The implementation of public administration functions via E-Government requires that the user must be confident and comfortable while using the technology. He must also trust that technology that he/she is interacting with. Even the government should provide the measures so that the users can trust the technology provided to them. The government has to make a balance between ensuring that a system prevents fraudulent transactions and the burden that extensive checks can take place on people who are honest.

**viii) Separation:** The separation that exists between the individuals, communities and businesses that have access to Information Technology and those that do not have such access. Economic poverty is closely related to the limited information technology resources. People who are living below poverty line cannot afford a computer and internet connection for themselves to take the benefits of the E-Government and other on-line services. Economic poverty is not the only cause



of this separation; it may also be caused by the lack of awareness among the people. In India even some of the economically stable people do not know about the scope and services of E-Governance. Indian government has to take some actions to narrow this separation to effectively implement the E-Governance projects.

**ix) Struggle to Change:** The struggle to change phenomenon can explain much of the hesitation that occurs on the part of the constituents in moving from a paper-based to a web-based system to interact with government. Citizens, employees and businesses can all have their biases with respect to how transactions should be processed. Government entities and public policy administrators cannot ignore the changes that occur as a result of the implementation of the ICT. Education about the value of new system is one step towards reducing some of this struggle.

**x) Population:** Population of India is probably the biggest challenge in implementing E-Governance projects. As population is considered to be an asset to the country but it also offers some other challenges e.g. establishing person identities. There is no unique identity of individuals in India although Indian government is making efforts for providing unique identity to its citizens. Apart from this, measuring the population, keeping the database of all Indian nationals and keeping this database updated and then providing the E-governance services to the whole population are major challenges.

**xi) Lack of integrated services:** Most of the E-governance services which are offered by the state or central government are not integrated. Lack of communication between different departments of government may be its major cause. Therefore, the information that resides within one department has no or very little meaning to some other department of the government.

**xii) Lack of awareness in people:** Most of the Indian people are not aware of the benefits of E-Governance services. Even the government do not pay much attention to make the people aware about E-Governance activities. Unawareness is a major challenge in the implementation of E-Governance projects.

## B. ECONOMICAL CHALLENGES

**i) Cost:** In developing countries like India, cost is one of the most important obstacles in the path of implementation of E-Governance where major part of the population is living below poverty line. Even the politicians do not have interest in implementing E-Governance. A huge amount of money is involved in implementation, operational and evolutionary maintenance tasks. These costs must be low enough so that to guarantee a good cost/benefit ratio.

**ii) Applications must be transferrable from one platform to another:** E-governance applications must be independent from hardware or software platforms. Therefore, these applications can be used at any platform irrespective of the hardware or software and from one platform to the other platform. These applications may also help on possible reuse by other administrators.

**iii) Maintenance of electronic devices:** As the Information Technology changes very fast and it is very difficult for us to update our existing systems very fast. Regulations of different devices and their different characteristics may vary and the system in use must be capable to handle all the emerging needs. Maintenance is a key factor for long living systems in a rapidly changing technical environment.

**iv) Low per Capita income:** Per capita income means how much each individual receives, in the terms of money, of the yearly income generated in a country. This refers to what each individual receives if the yearly national income is divided equally among everyone. Per capita income of India is low as compare to the other countries. Therefore, people cannot afford on-line services provided by the government which is a challenge for implementation of e-governance.

**v) Limited financial resources:** The Gross Domestic Product (GDP) is one of the measures of national income and a country's economy. GDP is defined as the total market value of all final goods and services produced within the country in a given period of time. GDP of a country is the measure of its financial strength. India has limited financial resources so as to implement and maintain the E-Government projects properly.

## C. TECHNICAL CHALLENGES

**i) Interoperability:** Interoperability is the ability of systems and organizations of different qualities to work together. The E-Governance applications must have this characteristic so that the newly developed and existing applications can be implemented together.

**ii) Scale of applications:** E-Governance projects have to be designed to scale from the day one. E-Governance is supposed to affect every citizen of the country, so E-Governance applications must have the scale to interface with every citizen.

**iii) Multimodal Interaction:** Multimodal interaction provides the user with multiple modes of interfacing with a system. An E-Government application can be really effective if its users can access it using different devices.

**iv) Privacy and Security:** A critical obstacle in implementing e-Governance is the privacy and security of an individual's personal data that he/she provides to obtain government services. With the implementation of E-government projects, some effective measures must be taken to protect the sensitive personal information of the people. Lack of security standards can limit the development of E-Government projects that contain personal information such as income, medical history etc.

**v) Scope of applications:** The very first step in creating a good application is to define its scope very well and everything else comes later. The applications which are provided by E-Government, their scope must be known in advance for the accurate implementation of E-Governance projects.

**vi) Tried and tested technologies:** Technology tends to get out of date very fast. Our government may not be in position to buy new servers every year. So, it is better and safer to use technologies and products which are tried and tested for longer periods of times than using the latest ones.

**vii) Geographical problems:** Corporate networks reside on reliable and controlled networks. Government networks have to go into all areas which are even unfriendly to live. It is, however, costly to wire up all the villages in the country. So, E-Governance systems must have to use the wireless networks like existing cellular networks to reach the applications into remote areas irrespective of the geographical issues.

**viii) Local language:** The acceptance of English language in India is very low. The e-governance applications are written in English. That is why e-Governance projects do not get success. Hence, the e-governance applications must be written in local language of the people so that they may be able to use and take advantage of these applications.

## CONCLUSION

As the usage of Information Technology is growing very fast, Indian government is making many efforts to provide services to its citizens through E-Governance. Although Indian government is spending a lot of money on E-Governance projects but still these projects are not successful in all parts of India. Unawareness in people, local language of the people of a particular area, privacy for the personal data of the people etc. are main challenges which are responsible for the unsuccessful implementation of E-Governance in India. Government must take some actions to make the people aware about the E-Governance activities so that people may take full advantage of these activities and E-Governance projects can be implemented successfully. The participation of people can play a vital role in implementation of E-Governance in India.

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# ENTREPRENEURIAL LEADERSHIP STYLES AND ORGANISATIONAL PRODUCTIVITY OF FINANCIAL SECTOR IN CAMEROON

**NKAM MICHAEL CHO**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**ICT UNIVERSITY**  
**USA**

**MUSIBAU AKINTUNDE AJAGBE**  
**SR. LECTURER**  
**DEPARTMENT OF MANAGEMENT**  
**RITMAN UNIVERSITY**  
**IKOT EKENE**

**LAWRENCE UCHENNA OKOYE**  
**LECTURER**  
**DEPARTMENT OF FINANCE**  
**COVENANT UNIVERSITY**  
**OTA**

**EKANEM EDEM UDO UDO**  
**SR. LECTURER**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**UNIVERSITY OF CALABAR**  
**CALABAR**

## ABSTRACT

*As organizations have found themselves continuously redefining their markets, restructuring their operations, and modifying their business models and learning the skills to think and act entrepreneurially, entrepreneurial leadership has become a source of competitive advantage. Microfinance Institutions in Cameroon are not exceptions for this struggle as they develop competitive strategies to secure a bigger market share within the finance sector. Mitanyen Cooperative Credit Union Limited being a microfinance institution affiliated to the Cameroon Cooperative Credit Union League has experienced different levels of growth under different leaders, probably applying different leadership styles since its creation. This growth has not been steady under the various leaders; meanwhile this union is facing so many aggressive competitors who may push her out of business in the days ahead. The main objective of this study is to investigate the impact of entrepreneurial leadership styles on the productivity of the financial sector in Cameroon. This study adopts a mix method approach to data collection. The primary data was collected by interviewing the last 3 presidents of the society through a face to face approach, while 40 employees of the organisation were surveyed through the use of semi-structured questionnaires. Secondary information was sourced via newspaper and magazine reports, journal and conferences papers and internet sources. The interview data was transcribed and analysed through content analysis and constant comparative method. The semi-structured questionnaire data were analysed with the use of Microsoft Excel and SPSS Version 17 software for data analysis. This study concludes that organisational leaders are endowed with different leadership styles but one must be dominant and the others recessive. However, no leadership style is good for all situations, organisational leaders adopt styles depending on prevailing circumstances in the organisation.*

## KEYWORDS

entrepreneurial leadership, productivity, financial performance, cooperative credit union, camccul network, cameroon.

## 1.0 INTRODUCTION

Organizations, communities and individuals sometimes measure their wellbeing through the level of economic activities in which they are engaged in. This is done through involvement in the various economic operations whose success depends to a larger extent on how they are managed, which is ensured by the leadership style put in place. The study of the leadership styles that is applied in the management of these operations together with employees within organizations is therefore very important. Several researchers have investigated on leadership and organisational performance, however, the concept of entrepreneurial leadership was conceptualized in year 2000 by McGrath and MacMillan who advocated that in dynamic markets where there is increased uncertainty and competitive pressure, a new type of a leader is required (Chen, 2007). Similarly, Cohen (2004), observed that in a dynamic, complex, and uncertain competitive environment, a type of entrepreneurial leader who is distinct of the behavioural form of leaders is needed. According to Covin & Hornsby (2005), entrepreneurial leadership is necessary for firms of all sizes to prosper and flourish in the midst of competitive pressure. It is therefore a challenge for leaders to create an internal marketplace for ideas within their companies, and encourage employees to act on these ideas. Today, entrepreneurial leadership permeates the strategies of both small and larger organizations. As companies have found themselves continually redefining their markets, restructuring their operations, and modifying business models, learning the skills to think and act entrepreneurially, entrepreneurial leadership has become the source of competitive advantage for firms (Ireland & Webb, 2007; Ajagbe, 2014; Ogbari et al., 2016a; Ajagbe and Ismail, 2015). Nonetheless, Roebuck (2000) notes that in recent examples of applying entrepreneurial leadership to organizations, the link to employee engagement has increasingly become as a key success factor. In the same light, Nahavandi (2002), observes that an effective leader influences followers in a desired manner to achieve desired goals and that different leadership styles may affect organizational effectiveness and performance.

In Cameroon and other countries, Microfinance institutions (MFIs) have become the backbone of major economies (Brau & Woller, 2004; Begona et al., 2005). Hence, the concept of entrepreneurial leadership would increase productivity in the financial sector if well undertaken. In addition, the existence of the concept of Microfinance institutions to finance small and medium sized firms in Cameroon could be traced back to the year 1963. This was a result of the creation of the

first cooperative savings and loans institution at Njinikom in the Northwest region of Cameroon by a Roman Catholic clergy. That idea of Credit Unionism then spread all over the Northwest and Southwest regions and by 1968 thirty-four Credit Unions that were already in existence joined together to form the Cameroon Cooperative Credit Union League (CAMCCUL). The league of cooperative societies under the umbrella of CAMCCUL is a network of over 200 cooperative credit unions as at year 2016. Due to increasing attention from International bodies and policy makers, microfinance institutions all over the world have entered into a principal phase of development. The growth and development of Microfinance activities in Cameroon became more visible following the banking crisis in the late 1980s that resulted to the closure of branches of commercial and developmental banks in rural areas and some cities. Mitanyen Cooperative Credit Union Limited (MitaCCUL) which is an affiliate of CAMCCUL and where this study has been carried out had also experienced some rapid growth over the past fifteen years, though not steady. Microfinance institutions in Cameroon contribute greatly in her economy; for her GNP and even employment (CAMCCUL, 2008-2011; MitaCCUL, 2015). Given the aggressive competition in the banking industry, there is a greater need for these institutions to develop competitive strategies so as to grasp a bigger market share within this industry (Bomda & Kacyem, 1998; Bolden et al., 2003). This can be done through the selection of leaders that are endowed with different entrepreneurial leadership styles and who can apply them appropriately.

What impact do entrepreneurial leadership styles have on the productivity of cooperative credit unions within the CAMCCUL network? Are there some particular entrepreneurial leadership styles that can enhance productivity of cooperative credit unions within the CAMCCUL Network? What are the entrepreneurial leadership styles that can be recommended for the enhancement of productivity of cooperative credit unions within the CAMCCUL Network?

To investigate the impact of entrepreneurial leadership styles on the productivity of cooperative credit unions within the CAMCCUL Network. To find out if there are some particular entrepreneurial leadership styles that can enhance productivity of cooperative credit unions within the CAMCCUL Network. To propose entrepreneurial leadership styles that can enhance the productivity of cooperative credit unions within the CAMCCUL Network. This research is guided by the following hypothesis everything being equal: H1: There exists some particular entrepreneurial leadership styles that when applied will increase productivity of cooperative credit unions within the CAMCCUL Network.

## PROFILE OF MITACCUL

Mitanyen Cooperative Credit Union Limited (MitaCCUL) was created in the year 2000 in Bamenda by a group of some Pinyin village elite. The mission of this union was to continuously develop and improve the livelihood of its co-operators and the communities through the provision of proximate and efficient microfinance and cooperative services. The mission of this union was to be realized through the following objectives:

- To encourage its members to make regular savings by providing them with the possibilities of investing their money
- To provide members with loans for purpose of providence or production, or both
- To foster economic and social interest of its members
- To ensure the progress of its members by educating them continuously on the proper use of money
- To offer to members complementary saving credit and services as stipulated by its by-laws
- To provide other credit unions services such as Risk Management, Money Transfer, salary payments, checking system, education and training, and any other service that do not conflict with the objectives of this credit union.

MitaCCUL is affiliated to the Cameroon Cooperative Credit Union League (CAMCCUL) which dominates the Cameroon microfinance landscape and controls 55% of the overall market. Members each contributes an amount of money as shares put at the supervision of the Board of Directors who are elected by the general assembly headed by the president. It is this board that recruits the General Manager together with other employees. They come up with all proposals that are tabled in the general assembly for adoption. The president of the Board has the leadership role in MitaCCUL and has a lot of decisive power and is likened to a CEO. Table 1: Evolution of MitaCCUL (2000-2015)

TABLE 1: EVOLUTION OF MITACCUL (2000-2015)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008
No. Branches	1	1	1	1	2	3	3	3	3
Membership	439	824	1559	2071	2586	3244	3901	4374	4843
Staff strength	6	8	12	15	15	19	21	24	27
Total turnover(CFA)	2882864	25912959	59917607	99604868	126064022	107180814	194714631	198486121	271024181
Interest distribution rate	5.4%	5.4%	5.4%	6.4%	6.4%	6.2%	5.4%	4.2%	4.8%

Year	2009	2010	2011	2012	2013	2014	2015
No. Branches	4	4	4	5	5	5	6
Membership	5339	5738	6242	6634	8252	8940	9550
Staff strength	32	35	37	41	43	45	48
Total turnover(CFA)	288507245	553782041	451368506	513711764	631062373	696514153	785712900
Interest distribution rate	4.8%	5.2%	5.2%	6%	6.6%	6.7%	6.9%

## 2.0 REVIEW OF RELATED STUDIES

Entrepreneurial activity is recognized as a driver of wealth creation as it leverages "Innovation" and breaks the "dominant logic" of competition within an industry (Prahalad & Richard, 1986; Ajagbe & Ismail, 2015). Considering the importance of this concept, a lot of research has been conducted in this domain. The term "entrepreneur" can be traced back to the era of J.B. Say and the Cantillon. The entrepreneur was originally conceived as a person who shifts economic resources out of an area of lower productivity into an area of greater yield (Drucker, 1985; Ajagbe, 2014; Ogbari et al., 2016a; Ajagbe & Ismail, 2015). Since Say's work in the 1800's, there have been many attempts by authors to clarify the term more precisely. Covin & Slevin (1989) seek to define leadership and entrepreneurship separately, bringing out their impact on organisation. According to one widely cited definition, general entrepreneurship is the pursuit of opportunity beyond the resources one currently controls (Stevenson & Gumpert, 1985). On the other hand general leadership as cited by another definition consists of strategic vision coupled with the ability to influence and motivate others through the systems, processes and culture of the organisation (Kotter, 1990). Entrepreneurial leadership is then taken to be a fusion of these two constructs: having and communicating the vision to engage teams to identify, develop and take advantage of opportunity in order to gain competitive advantage. They then developed the notion that entrepreneurial leadership involves running an organisation through a variety of means. This requires understanding how to handle and deal with risk, uncertainty and ambiguity that all entrepreneurial organisations face. Their work also points out the fact that some sources look at entrepreneurship and leadership as separate constructs, and the identify areas of "conceptual overlap". Coglisier & Brigham (2004) elaborate this overlap, pointing some specific areas that are most relevant to both. These include vision, influence, leadership of innovative or creative people and planning. Similarly, Fernald et al. (2005) examine the separate meaning of entrepreneurship and leadership, bringing out a set of similar "characteristics" common to both leaders and entrepreneurs: vision, problem-solving, decision-making, risk-taking, and strategic initiatives. These characteristics fall in line with our work since it stresses more on entrepreneurial leadership.

However, the concept of entrepreneurial leadership is defined from different perspectives and using different approaches. From the psychological approach, Brockhaus (1982) and Nicholson (1998) define entrepreneurial leadership looking at the personality traits found in samples of entrepreneurs with leadership roles: "single-minded, thick-skinned, dominating individuals---unlike managers". To them, entrepreneurial leaders are different from managerial leaders since they cannot be taught or learnt with a set of skills. Contrary to the view of Brockhaus (1982), Gupta et al. (2004) look at entrepreneurial leadership not as a collection of traits but as set of behaviour. To them, entrepreneurial leaders are those who enact the challenges of communicating a vision and influencing others to help them realize it. Even though, they test this definition against an empirical dataset of leadership effectiveness, deriving reliable and generalizable results, they failed to

apply their analysis to the question of how entrepreneurial leadership is learnt and taught. Examining the entrepreneurial leadership from the contextual point of view, Eyal & Kark (2004) present an approach closer to recommending specific tactics for developing entrepreneurial leadership effectiveness, but are concerned with leadership in schools and not in companies. To fill in this gap, Swiercz & Lydon (2002) situate the notion of entrepreneurial leadership in high-tech firms where their study identifies a two-phase model in which the leader is an integral part of the organisational transition from start-up to steady state. They indicate that the competencies necessary for a founding entrepreneur to lead such growth include being able to evolve his leadership style to the changing requirements and complexities of the organisation. This corroborates the situational leadership theory. In line with Swiercz & Lydon (2002), Chen (2007) looks at a high-tech context, and concludes that a leader effectiveness is strongly determined by the ability to interact with a team's creativity. To him when leader entrepreneurs have higher risk-taking, pro-activeness and innovativeness character, they can stimulate their entrepreneurial team to be more creative. Cohen (2004), on his part defines entrepreneurial leadership as any leadership that creates a climate of entrepreneurial behaviour: "Create the right climate, and you will unleash the behaviour that your organization needs to succeed today. The author further adds that entrepreneurial leader can exist at the top of an organization, or at any other level; the way they influence climate will depend upon their position. He considers very much the context before prescribing what it takes to be an entrepreneurial leader.

From a holistic approach, Yang (2008) derives from the notion of context and climate, a related idea of leadership "style" from Nahavandi (2002). Although there are strong statistical controls in the analysis, the assumed relevance of "leadership styles" to entrepreneurial orientation is not actually developed. Covin & Kuratko (2008) conclude that transformational leadership styles are significantly more correlated to business performance than other styles. They however also observe that the related idea that transformational leadership with higher entrepreneurial orientation can contribute to higher business performance and forms a less credible part of the analysis since it is less rigorously tested. Burns (1978), Kotter (1990) and Mullins (2002) opine that transformational leadership style is based on the legitimate power given to the leader within the bureaucratic structure of the organization. This therefore emphasises the end-result of either work tasks and outcomes or rewards and punishments (Mullins, 2002; Ajagbe, 2007). Nonetheless, Burns (1978) and Burnes (2004) portray transformational leaders as charismatic or visionaries who are capable of inspiring and energizing employees for greater outputs. They therefore consider transformational leadership as a more appropriate model for an entrepreneurial context. Burnes (2004) further observes that by using their ability to empower and encourage others, transformational leaders are always looking for ways to overturn the status quo of their organization through major changes. Chen (2007) perceives that transformational leaders motivate subordinates to attain a shared vision, and that by adopting leadership by example they are able to influence and encourage their followers to do more than anticipated. Re-emphasizing the importance of entrepreneurial leadership in an organization, Taffinder (1995) concludes that in constantly changing markets, an entrepreneurial leader's ability to implement and support change in an organization, rather than following or waiting for it to happen, is often the chief source of competitive advantage. This also indicates that in entrepreneurial contexts, transformational leadership is a more appropriate "Style" than transactional leadership. In situating the notion of entrepreneurial leadership, Surie & Ashley (2007) unlike Yang (2008) begin with a working definition; as leadership capable of sustaining innovation and adaptation in high velocity and uncertain environments. They focus on three perspectives namely: transformational, team-oriented, and values-based. They also conclude that entrepreneurial leadership is defined in part by the "ability to evoke an extraordinary effort" in others, which is in turn "founded in the context of firm's need to adapt to emerging environmental contingencies. Vecchio (2003) presents a more critical view of entrepreneurial leadership, which seeks to question both the received definitions of the construct and to understand its wider significance. To him "entrepreneurship is simply a type of leadership that occurs in a specific setting". Similar to Vecchio's view, Robinson et al. (2006) look at entrepreneurship as "one type of leadership orientation", but they are more concerned with the development of an entrepreneurial paradigm than entrepreneurial leadership paradigm. This is almost contrary to the view of Kuratko (2007), who seems to suggest that leadership is a type of entrepreneurship and that today's leaders need to be entrepreneurial in order to be effective. He introduces a full special issue in a leadership journal on entrepreneurship in the twenty-first century, bringing out its impacts and the nature of people who led this transformation. Kuratko (2007) emphasises on understanding and assessing leadership as an essentially entrepreneurial activity given that in an uncertain, risky, and resource-constrained world, leadership that can respond to and thrive in that environment is the most appropriate.

### 3.0 METHODOLOGY

Ajagbe et al. (2015) opine that triangulation is the use of three different tools for gathering data. Hence, this approach was adopted for the purpose of this study. These include: a semi-structured interviews, questionnaires and documentary analysis which represents information obtained from journal and conference articles, textbooks and other literature from the internet (Lincoln & Guba, 1985; Oso & Onen, 2008; Creswell, 2012). The interview for this study was focused on the last three organisational leaders of MitaCCUL beginning from 2005 until 2016. These leaders were labelled as leader A, leader B and leader C. The questionnaire form was defined as a collection of items to which a respondent is expected to react in writing (Yin, 2009; Creswell, 2007). Being the main instrument used for data collection, the questionnaire comprised well-designed questions administered to the target population of 40 participants who are employees that have been working in MitaCCUL for more than 10 years. The choice of this instrument enabled us to obtain well stipulated information from the employees whom we considered could give valid or more accurate answers. We also made use of the Leader Behaviour Description Questionnaire (LBDQ) with a set of 20 leadership behaviours (Traits) put in a table of 4 columns; A, B, C, and D representing four leadership styles with some characteristics of leaders written for each behaviour in the different columns. We gave each of these forms to the leaders of the three last leaders of MitaCCUL to follow the instructions as indicated and fill. One of the four columns will fit each of them best. They were asked to do the following: Give a 3 to the column that fits you best, a 2 to the next possible best, a 1 to the third possibility and a 0 to the one that least describes you. If you are not sure, ask your collaborators or your spouse. To analyse the result, we encircled where each leader has the 2 best scores. The leadership style of each leader was then given as below: A=Authoritative; B=Charismatic; C=Democratic and D=Inspirational. A+B or A+D describes a transformational leader. In this study, secondary approach was used to gather useful information as suggested by past authors (Chin et al., 2012; Yin, 2012; Oso & Onen, 2008), that the documentary analysis is the critical examination of public or private recorded information related to the issue under investigation. This approach was used because it helps the researchers understand the management and leadership styles adopted in the case study organisation. The purposive or judgmental sampling technique was used for this research which is a technique whereby the researcher uses his/her judgment in selecting the subjects from the population for study based on some identified parameters (Yin, 2009; Ajagbe et al., 2015). In order to cover the period for which the different leaders led the activities of MitaCCUL, only employees who have worked in the union for the past 10 years were administered questionnaires. Ajagbe et al. (2015) suggests that descriptive statistics could be used to analyze qualitative transcript. Creswell (2012) adds that this is the discipline of qualitatively describing the main features of a collection of information. It is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that, for example patterns may emerge from the data. In this research the EXCEL was used to enter the data and SPSS 17 to bring out frequency tables, bar charts that will present and summarize the views of the sampled participants.

### 4.0 DATA ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.1 ANALYSIS OF INTERVIEW TRANSCRIPT

Following a series of interviews with the last three presidents of MitaCCUL, different opinions were presented on various aspects concerning their stewardship as leaders of MitaCCUL. The questions were asked based on the evolution of the Union at their different periods of leadership. This section will also present background information of each leader during his term of office before presenting his responses to the various questions; starting with leader A. Most of the questions in the interview are based on the extract from the evolution of activities of the Union for the past 11 years.



FIGURE 1: GROWTH IN MEMBERSHIP FOR THE LAST 11 YEARS

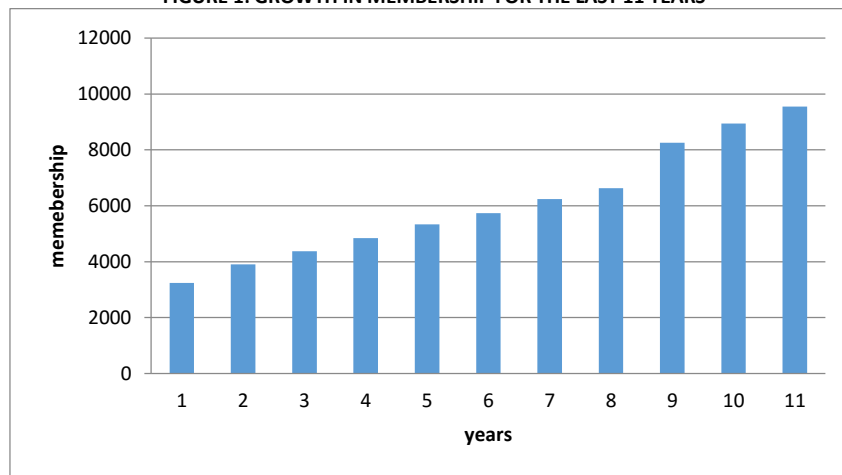
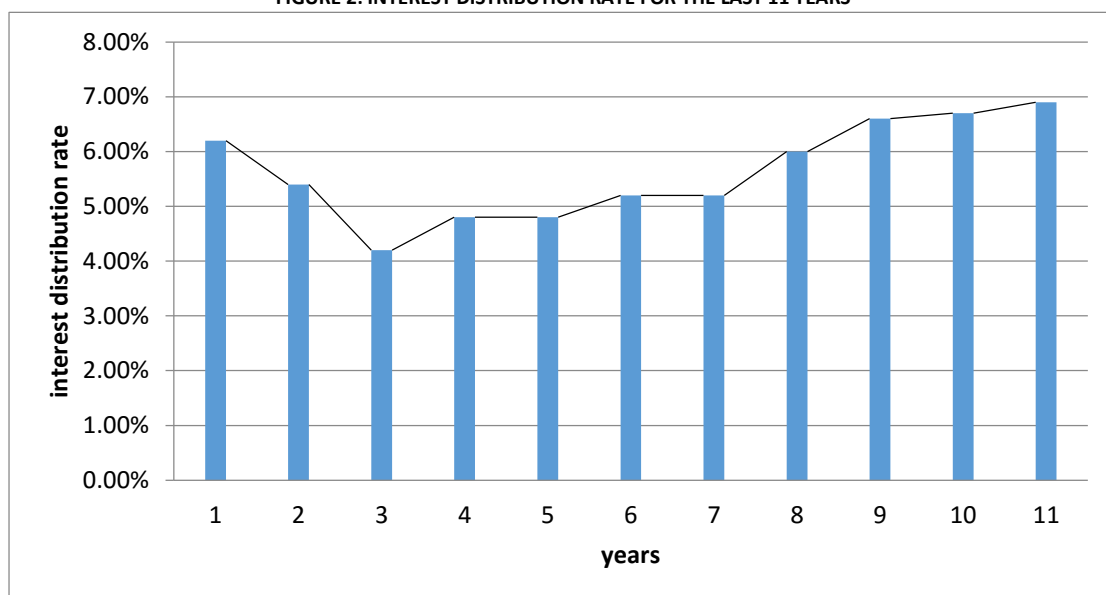


FIGURE 2: INTEREST DISTRIBUTION RATE FOR THE LAST 11 YEARS



#### 4.1.1 EMPLOYEE AND SHAREHOLDER RECRUITMENT STRATEGY

Leader A, a retired State nurse and 62 years old was president of MitaCCUL between 2005 and 2007. When asked how the recruitment process is done in MitaCCUL, his response was that the Board of Directors at the request of the general manager will advertise the required post(s) to the public for application. The applications are studied by the board members and some candidates shortlisted, followed by an interview in the presence of a representative of CAMCCUL. Leader C When asked what may be the cause of the rapid increase in membership and interest distribution rate, the response was that a lot of educative talks are organized to sensitize the general public as of the importance of MitaCCUL for individual development. He added that members keep on bringing new members because of the confidence they have for entire board members, in addition, his collaborators are very satisfied and are putting in their maximum contribution to the growth of the union. In response to the question why he fired the former General Manager who was the pioneer manager of the union and hired a different one, he argued that MitaCCUL had grown very big and the former manager was unable to deliver the required services given that he was not upgrading himself. This finding is consistent with that of Eyal & Kark (2004) who suggests that specific tactics should be adopted by entrepreneurial leaders to be effective in managing their firms. Nonetheless, Swiercz & Lydon (2002) situate the notion of entrepreneurial leadership in high-tech firms where their study identifies a two-phase model in which the leader is an integral part of the organisational transition from start-up to steady state. They indicate that the competencies necessary for a founding entrepreneur to lead such growth include being able to evolve his leadership style to the changing requirements and complexities of the organisation. This corroborates the situational leadership theory.

#### 4.1.2 ORGANISATIONAL INNOVATION

When leader A was asked about the innovations that he brought in as a leader, his response was that he was not very sure of the success of new ideas that came up because of fear of blames from the shareholders who did not want to incur any loss. This is contrary to Cohen (2007) who observes that when leader entrepreneurs have higher risk-taking, pro-activeness and innovativeness, they can stimulate their entrepreneurial team to be more creative. Hence, entrepreneurial activity is recognized as a driver of wealth creation as it leverages "Innovation" and breaks the "dominant logic" of competition within an industry (Prahalad & Richard, 1986; Ajagbe & Ismail, 2015). The business world is fast changing and leaders must be innovative to be able to stand competition. The lack of innovation by leader A can be seen with the slow growth of MitaCCUL and a drop in the interest rate at the end of his stewardship. Leader B was a very industrious businessman owning one of the very renowned transport agencies in Cameroon of age 60 years and led MitaCCUL for four years (2008-2011). When asked the innovations he brought to the Union, the response was that it was during his stewardship that the MitaCCUL Multi-purpose building was constructed where the head office is now based and which is also bringing in more money as the hall is always being hired. He also created the Yaoundé MitaCCUL branch following the request of the people and making sure that the workers were comfortably seated. Leader C who is presently leading MitaCCUL is a Jurist of age 35 years and became president of MitaCCUL in 2012. When asked the innovations he has so far brought to the Union, the response was that a lot of new things have been done in MitaCCUL since he took of office. These include: the development of a website for MitaCCUL; the introduction of money transfer with the Western Union; the introduction of an automated teller machine (ATM); the opening of a new branch in Santa; the extension of the Main Office to the Food Market to meet the local market women; the increase of interest rate. He has also recovered most of the loans that were considered delinquent.

#### 4.1.3 EMPLOYEE MOTIVATION

Chen (2007) perceives that transformational leaders motivate subordinates to attain a shared vision, and that by adopting leadership by example they are able to influence and encourage their followers to do more than anticipated. However, when Leader A was asked whether he sometimes motivated his workers and how,



the response was that he did after a good performance by issuing certificates of recognition during general annual meetings. Wanting to know how often training seminars were organized to update his employees, the response was that for his term of office no budget was ever allocated for such trainings. It is the leader to show the importance of training seminars for a budget to be allocated for such trainings. Finding out from the leader what he did if any employee did not execute his/her task to the end, the response was that failure by any employee to execute his/her task was observed for the first time but if that repeats the second time, he/she will be considered not qualify and will be issued a query subsequently followed by dismissal of such an employee. This contradicts Hersey and Blanchard's situational leadership theory which suggests that a leader should support and directs his followers. Leader B while responding to the question whether he motivated his workers and how, he said his workers were always very happy with him because he was giving them parties whenever there is an event in town. Leader B When asked what he did when an employee did not execute his task, the response was that he would find out if he/she did not understand what to do or was unwilling to it. In which case he would assign him/her a different task and get someone else to do it or he will someone to assist him/her execute it. Leader C responding to the question whether he motivates his workers and how, the response was yes, especially those that contribute more for the growth of the Union, and that this is done through awards of certificates, promotions and other incentives. Finding out how often he organizes training seminars for the employees, the answer was that he organizes as need arises and that the Union sometimes sponsors some worker to attend seminars even out of the country. Nonetheless, Burns (1978) and Burnes (2004) portray transformational leaders as charismatic or visionaries who are capable of inspiring and energizing employees for greater outputs. Hence, leaders are saddled with the responsibility to motivate their employees for higher organisational performance.

#### 4.1.4 EMPLOYEE AND SHAREHOLDER WELFARE

Leader A was asked whether he sometimes attend to the personal needs of his employees, the response was yes but for employees who are hardworking and little or no assistance to lazy employees. Leader B was asked to explain the cause of the decrease in the interest distribution rate, leader B explained that it was at this period that the MitaCCUL Multi-purpose building was constructed and it was agreed that part of the interest of shareholders be used.

#### 4.1.5 TAKING RESPONSIBILITY

When leader A was asked whether he takes responsibility over an error committed by some of his subordinates, the answer was conditional that if the error was not his/her carelessness then he can stand for such an employee. Leader B When asked whether he sometimes took over the responsibility of an error committed by his collaborators, the response was that he had never believed that an employee can intentionally commit such errors and so he would always stand by them for such errors.

#### 4.2 ANALYSIS OF QUESTIONNAIRE DATA

Analysis of demographic data shows that 65% of the workers of MitaCCUL are male and 35% are female. The results also indicate that 12.5% of the employees holds below first degree certificates, 80% of them are Bachelor's degree holders, while 7.5% of them have master degree. Other sub-sections of section 4.2 indicates analysis of responses from the participants considering the variables under investigation.

##### 4.2.1 EMPLOYEE SATISFACTION

For leader A, 90% of the employees were not satisfied with their working environment. Almost all the employees were not satisfied with their work environment during the leadership of leader B. This is indicated by a 95% of the employees. Leader C who is the present president of MitaCCUL seems to have worked harder to change the working environment of the employees. This is indicated by a 57.5% of the employees agreeing that they are satisfied with their work environment. From the above analysis, we notice that Leader A and B did not create a good working environment and this affected the productivity of the union. This is shown by the growth of MitaCCUL during their leadership period as compared to leader C whose employees are somehow satisfied with the work environment.

##### 4.2.2 CARROT AND STICK APPROACH

Only 25% of the employees confirmed that leader A used to reward those who were performing well and punish workers who were not performing. This results match with the response leader A gave during interview. To this aspect of reward and punishment, 67.5% of the employees confirmed that leader B used to reward hard working employees and sanctioned the lazy workers who could not meet up with their assigned tasks. Leader C actually knows what motivation can do to employees and also understands that some workers put in their best because of fear of sanctions. All the 40 respondents supported that fact that leader C rewards hard work and punishes laziness. From the above analysis, we notice that Leader C is a result-driven leader and will want to encourage hard work by constantly rewarding performance through promotions and other awards as he mentioned during interview. This is in line with the Transactional theory which focuses on a system of rewards and punishment first described by Max Weber. Nevertheless, a worker who is lazy leading to poor performance will be punished. This is in tandem with McGregor's Theory X which believes that workers are lazy, immature, and need to be carefully monitored and controlled. This theory therefore advocates a top-down decision-making process and portrays authoritarian beliefs on how workers need to be led. The result from this study is in line with Covin & Kuratko (2008) who concludes that transformational leadership styles are significantly more correlated to business performance than other styles. They stated that transformational leadership with higher entrepreneurial orientation can contribute to higher business performance and forms a less credible part of the analysis since it is less rigorously tested. Burns (1978), Kotter (1990) and Mullins (2002) opine that transformational leadership style is based on the legitimate power given to the leader within the bureaucratic structure of the organization. This therefore emphasises the end-result of either work tasks and outcomes or rewards and punishments (Mullins, 2002; Ajagbe, 2007).

##### 4.2.3 DEMOCRATIC APPROACH IN DECISION-MAKING

Even though leader A never cared about the working environment of the employees, he was always taking into the opinions of the employees when taking decisions within the union. This view is supported by all the employees who work during his leadership. As Leader A, 100% of the employees confirmed that leader B always took into consideration the opinions of the employees during decision-making process. Paradoxically, leader C who cares about the working environment of the employees does not often consult the employees when taking decision in the union. 37.5% of the respondents disputed the fact that the leader takes into consideration when taking decision. This shows his unwillingness to take from his subordinates to an extent which confirms his authoritative leadership style analysed using the Leader Behaviour Description Questionnaire. On the other hand, Leader A and Leader B totally involved their subordinates in the decision-making process. This is in line with McGregor's Theory Y which stipulates a participative bottom-up decision-making process. This theory then denotes a democratic belief on how workers need to be led. The Democratic leadership style of leader A and B coincides with their leadership style obtained using the Leader Behaviour Description Questionnaire. In addition to this, some of the respondents also agree that Leader A used to hold coordination and evaluation meetings but not very frequent since 32.5% of the employees disagreed to this view. Seventy percent of the workers agreed that leader B always held meetings to know the level of achievement of the employees and propose the way forward. Leader C is always holding meetings to evaluate the level of input of his workers and to make some recommendations. This view is supported by 90% of the workers who agreed that leader C holds coordination and evaluation meetings. Similarly, Fernald et al. (2005) examine the separate meaning of entrepreneurship and leadership, bringing out a set of similar "characteristics" common to both leaders and entrepreneurs: vision, problem-solving, decision-making, risk-taking, and strategic initiatives. However, entrepreneurial leaders adopt democratic approach to decision making, where they carry along their subordinates when important decisions that concerns the success of the organisation are to be made.

##### 4.2.4 AUTHORITATIVE LEADERSHIP

Leader A expected his subordinates to take to his instructions and react whenever he gives such instructions. This is backed by the responses of the respondents as 72.5% yielded to this opinion. Similar to leader A, 77.5% of the employees agreed that leader B wanted his instructions should be effected as soon as he gives. Almost all the employees are for the fact that the instructions of leader C are not questionable. Among 40 participants sampled, 39 agreed that whenever leader C gives instructions the subordinates must follow such instructions. All the three leaders supposed that their subordinates should follow their instructions, though leader C with his analysed authoritative leadership style champions this. However, the concept of entrepreneurial leadership is defined from different perspectives and using different approaches. From the psychological approach, Brockhaus (1982) and Nicholson (1998) define entrepreneurial leadership looking at the personality traits found in samples of entrepreneurs with leadership roles: "single-minded, thick-skinned and dominating individuals. To them, entrepreneurial leaders are different from managerial leaders since they cannot be taught or learnt with a set of skills.

**4.2.5 SUPPORTIVE LEADERSHIP**

As to whether leader A used to support his followers for them to complete their tasks, 82.5% of the employees affirmed to this. Almost all the employees confirmed that leader B always supported his followers to complete their tasks. Among the participants 38 out of 40 employees were for this opinion. Eighty-two and the half percent of the employees agreed that leader C always support his employees to achieve their goals. We notice that all the three leaders always supported their followers to complete their tasks. This corroborates the Path-Goal Theory which states that it is the leader's job to assist followers in attaining goals and to provide the direction and support needed to ensure that their goals are compatible with the organization's goals. Most of the employees confirm that leader A who was the president who led them from 2005-2007 used to motivate them to complete their tasks. This view was supported by 97.5 % of the employees and only 2.5% of them did not support this opinion. These same employees all confirm the motivation of leader B to complete their tasks. Leader B was the president of MitaCCUL within the period 2008-2011. Leader C who is the current president equally understands the importance of motivation. Like leader A, 97.5% of the employees support this view. It can be noticed that both three leaders understood the importance of motivating the employees for a greater productivity.

**4.2.6 EMPLOYEES TRAINING AND DEVELOPMENT**

Only 60% of the employees were for the fact that leader A used to offer employees with opportunities for extra training. Ninety-five percent of the workers acknowledged the fact that leader B training used to offer extra training for his employees. Like leader B, 97.5% of the employees were of the opinion that leader C understands the importance of training in MitaCCUL and so would always encourage them to go for extra trainings. The three leaders all understood that when workers are well trained, productivity will also increase. Especially leader B and C actually embarked on offering extra training to the workers. This is in line with the Behaviourist Theory which according to this theory, people can become leaders through teaching and observation.

**4.2.7 RESULT OR TASK ORIENTED LEADERSHIP**

Only 25% of the employees agreed that leader A cared more about results and did not cared about the satisfaction of the employees. This shows that leader A is a people-oriented leader who cares about the happiness of the employees and will always make show that they are satisfied. Leader B is also people oriented as leader A. This is supported by the fact that only 17.5% of the employees agreed that he went in for results and never cared about the satisfaction of the employees. Leader C like the others also cares about the satisfaction of the employees. This is supported by 80% of the employees who disagreed with the fact that the leader C goes out for results without bordering about the satisfaction of the employees. A leader will be more performance if the goals of the organization tie with his personal development. Employees' satisfaction is therefore very necessary for the increase productivity of the organization.

**4.2.8 DELEGATION OF RESPONSIBILITY**

Most of the employees agreed that leader A always delegated work to his subordinates. This is supported by a 95.5 % of the employees. Similarly, leader B also delegated work to his subordinates. Indeed, 97.5% of the employees shared to this view. Contrarily to leader A and B, only 45% of the employees agreed that leader C delegates power to his subordinates to carry out a task. Therefore, leader C does not have confidence in his followers for being able to carry out the task. The employees certainly want to become leaders in future and this will be more achievable if the leader trains him to become one through delegation of responsibilities. Leader C who is seen as an authoritative leader does not want to delegate work but rather he is interested in giving instructions.

**4.2.9 MASTERING OF JOB AND EMPLOYEE ACCEPTANCE**

Even though leader A was very people-oriented, the employees felt that he did not master his job well and therefore they never respected him for being knowledgeable to the job. This opinion was given by just 20% of the employees who agreed that he did not master his job. However, 32.5% of the workers were not able to judge the know-how of this leader. They were therefore neutral. Just about 22.5% of the employees disagreed that leader B did not master his job while 35% were still unable to judge their leader. Many employees however confirmed that leader B mastered his job and they respected him for that. As to whether leader C masters his job is not a doubtful issue since 80% of employees that they respect leader C for his mastery of his job. Even though Leaders A and B are democratic leaders and being people-oriented, the employees did not respect them since they believe that they did not mastered their job well. Unlike leader C who is task-oriented and being authoritative and is liked by the employees. He is also very charismatic and influential.

**5.0 CONCLUSION**

Having studied the three different leaders and analysing their different leadership style using the interview outcomes, questionnaire outcomes, and the LBDQ analysis, the study finds that leader A and Leader B have almost similar leadership characteristics while leader C is having quite different leadership characteristics. Considering such findings and taking into consideration the ACID-T and DISC classifications, this study concludes that the dominant leadership types of leader A and leader B are Democratic. In this case they are phlegmatic and having a stable character. On the part of leader C, he is having the dominant leadership type as being Authoritative. He is also charismatic to a greater extent making him a transformational leader. He is therefore influential and dominant. In addition to the findings about the three leaders, other findings include: age and educational qualification are not essential consideration in determining who leads the organisation. Employee recruitment and selection is the duty of the board of directors coupled with membership drive. This study also reveals that all leaders are endowed with different leadership style but one must be dominant and the others recessive. No leadership style is good for all situations. Some employees are very knowledgeable but are not giving the chance to take part in the decision-making process. MitaCCUL does not have long term strategies to be applied by whosoever becomes the president and each president comes up with his own projects to be realized. The working environment is not conducive for the employees and this reduces their output. Training seminars are organized at the wish of the president. The authors suggest that a team of experts should be hired to carry out the recruitment process of both the president and other employees. In this case there should exist rules that will define the job prescription and qualifications of applicants. In addition to this, given the competition that exists within the microfinance institutions in particular and the banking industry in general, it is incumbent for the leaders to constantly organize trainings, workshops and seminars both in-house and external for employees so as to update their skills and be able to compete in the industry.

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**WOMEN'S MENTAL HEALTH IN INDIA: ISSUES AND CHALLENGES****DR. BASALINGAMMA S H****POST DOCTORAL FELLOW****DEPARTMENT OF STUDIES & RESEARCH IN SOCIAL WORK****GULBARGA UNIVERSITY****KALBURGI****DR. RASHMI RANI AGNIHOTRI H.R****POST DOCTORAL FELLOW****DEPARTMENT OF STUDIES & RESEARCH IN SOCIAL WORK****P.G. CENTRE RAICHUR****GULBARGA UNIVERSITY****KALBURGI****ABSTRACT**

*Review was done to assess the burden of mental disorders and to study the various issues and challenges of women at community level. We searched the electronic databases for studies related to prevalence of various psychiatric morbidities and associated factors at community level. World Health Organization estimated that mental and behavioral disorders account for about 12 percent of the global burden of diseases. In India the burden of mental and behavioral disorders ranged from 9.5 to 102 per 1000 population. And women are having more than 64 percent. As per World Health Organization (WHO) estimates, depression is expected to be the second largest contributor to disease burden by 2020, and with one in every three women worldwide being afflicted by common mental disorders including depression, the mental health of women is a serious issue indeed. Burden of mental disorders seen by the world is only a tip of iceberg. Various studies had shown that the prevalence of mental disorders were high in females, elderly, disaster survivors, industrial workers, children, adolescent and those having chronic medical conditions. There is need to have better living conditions, political commitment, primary health care and women empowerment. Considering the gravity of the matter, urgent remedial measures such as understanding the underlying causes of psychological distress among women, adopting a gender-sensitive approach, working towards women's empowerment and formulating women-friendly health policies could work wonders for the mental health of Indian women. The Paper shows the detailed study about the women's mental health in India: Issues and Challenges.*

**KEYWORDS**

common mental disorder, disorder, distress, health policies.

**INTRODUCTION**

Both Women and men are different not only in their obvious physical attributes, but also in their psychological makeup. There are actual differences in the way women's and men's brains are structured and "wired" and in the way they process information and react to events and stimuli. Women and men differ in the way they communicate, deal in relationships, express their feelings, and react to stress. There are psychological theories that present a gender sensitive viewpoint called as alpha bias, and there are others that are gender neutral representing. Men and women are different and opposite, and differences between men and women are ignored.

Roles of gender have been culturally prescribed through the prehistoric cultures to the more civilized societies. In hunter gatherer societies, women were generally the gatherers of plant foods, small animal foods, fish, and learned to use dairy products while men hunted meat from large animals. In more recent history, the gender roles of women have changed greatly. Traditionally, middle-class women are typically involved in domestic tasks emphasizing child care. For poorer women, economic necessity compels them to seek employment outside the home. The occupations that are available to them are; however, lower in pay than those available to men leading to exploitation.

Gradually, there has been a change in the availability of employment to more respectable office jobs where more education is demanded. Thus, although, larger sections of women from all socioeconomic classes are employed outside the home; this neither relieves them from their domestic duties nor does this change their social position significantly. For centuries, the differences between men and women have been socially defined and distorted through a lens of sexism in which men assumed superiority over women and maintained it through domination. This has led to underestimating the role a woman plays in the dyad of human existence.

It is necessary to understand and accept that women and men differ in biological attributes, needs, and vulnerabilities.

**A. BRIEF PROFILE OF PSYCHIATRIC DISORDER AND PSYCHOSOCIAL DISTRESS****PSYCHIATRIC DISORDERS**

Analysis of empirical studies of mental disorders reveals a consistency across diverse societies and social contexts: symptoms of depression and anxiety as well as unspecified psychiatric disorder and psychological distress are more prevalent among women. The disability-adjusted life years' data recently tabulated by the World Bank reflect these differences. (5) Depressive disorders account for close to 30 percent of the disability from neuropsychiatric disorders among women, but only 12.6 percent of that among men. Conversely, alcohol and drug dependence accounts for 31 percent of neuropsychiatric disability among men, but accounts for only 7 percent of the disability among women. These patterns for depression and general psychological distress and substance disorders are consistently documented in many quantitative studies carried out in societies in India. Desjarlais et al. [1995], chapter 8, pp 179-206, for a review of research findings in numerous studies. Explanations proposed for gender differences in psychiatric morbidity in India echo established associations among poverty, isolation and psychiatric morbidity for women in India (see Dennerstein et al. 1993). In a now classic study by Brown and Harris (1978), depression was found to be more prevalent among working-class than middle class women living in India. There is evidence that poor women experience more and more severe life events than does the general population (Brown et al. 1975; Makosky 1982); they are more likely to have to deal with chronic sources of social stress such as low quality housing and dangerous neighborhoods (Makosky 1982; Pearlin and Johnson 1977); they are at higher risk for becoming victims of violence (Belle 1990; Merry 1981); and they are especially vulnerable to encountering problems in parenting and child care (Belle et al. 1990). Poverty also erodes intimate and other personal relationships (Cherlin 1979; Wolf 1987). In fact, social networks can represent additional stress for poor women as well as sources of support (Belle 1990.) This gender difference has led some to contend that men tend to externalize their suffering through substance abuse and aggressive behavior, resulting in an under-reporting of psychological distress. Women, in turn, more often suffer distress in the form of depression, anxiety, "nerves," and the like.

**SOCIAL ORIGINS OF DISTRESS**

Ethnographic research and case descriptions enrich the quantitative findings of these prevalence studies of psychiatric morbidity, elaborating on the social context of depression, dependency and hopelessness and on the gendered dimension of these epidemiological clusters of social and psychological distress. Clusters appear



as post-traumatic stress disorder and dissociative disorders, depression and sociopath, and other mental illnesses which are highly correlated with societal breakdowns and social problems, such as civil strife, domestic violence, street violence, community disintegration, substance abuse, and family breakdown. Numerous case studies illustrate the configuration of such social psychological clusters. For example, recounts events in the life of an Indian woman following the loss of her husband and three sons in an ethnically charged riot, showing how her husband's family's subtle communication of the responsibility for the disaster converged with her own guilt to culminate in despair and eventual suicide. Links between economic hardship, child death, emotional deprivation, and psychological distress in women have also been documented in many anthropological studies, including recent work carried out in India.

Anthropology also offers an alternative approach to understanding the experience and expression of emotional distress. Complementing an epidemiological or clinical perspective with an ethnographic one, we find psychological pain realized not necessarily as "depression" or "anxiety" but in local idioms of distress nerves, attacks, heaviness of the heart and intrusions by unwanted spirits in studies carried out in India. Higher prevalence of such disorders is consistently found for females. Careful attention to social and cultural meanings associated with complaints of "nerves" often points to power conflicts, abuse and oppression in families and communities.

Poverty, domestic isolation, powerlessness and patriarchal oppression are all associated with higher prevalence of psychiatric morbidity in women. In short, a considerable body of evidence points to the social origins of psychological distress for women. In the chapters on Women and on Violence for World Mental Health (1995), they examined issues of hunger, poverty and overwork, sexual and reproductive violence, domestic, civil and state violence, and the potential noxious effects of certain state economic policies, such as structural adjustment programs and monetary crises, on the mental health and general well-being of the majority of women (World Mental Health 1995). The conclusions from these reviews are indeed distressing. Malnutrition in many parts of the world is found more frequently among girls than boys, manifesting sex bias also found in traditional patterns of infanticide and newly practiced sex choices of fetuses, through selective abortion.

In India, we find employment may bring self-esteem and independence. However, low paid or unpaid labor may contribute to oppression rather than independence. Many women work a "double day" maintaining households, raising children, carrying out economically productive activities in marketing and agriculture and in household-based industries. Numerous studies document that women work more hours than do their husbands given their widely diverse economic and household responsibilities. Overwork may lead to exhaustion and stress. In addition, global and local traffic in women for commercial sex as well as household servitude entraps women, leading to high rates of mental illness. Sexual and reproductive violence, as well as rape during war, ethnic violence and civil strife, target women disproportionately. Severe and on-going domestic violence has been documented in almost every country in the past decade; the World Bank (1993) estimates the consequences of familial and communal abuse account for approximately **5 percent** of the global burden of disease for women during the reproductive years. Such abuse is often associated with depression, dissociative disorders, and suicide.

Many development policies, and most recently in India, monetary policies to ease the debts of the rich and the consequent monetary crises, have hit women in traditional marketing, agricultural, and even in governmental and commercial sectors hard.

Programs that are attuned to women's voices, needs, and hopes for the future for themselves and their families, and that contribute to women's control over economic and social/political resources have a direct and beneficial effect on women's mental health. They also have indirect effects, buffering women from oppressive conditions that place them at risk for mental illness and providing them the means to escape situations of violence, economic and sexual slavery and abuse.

Such a description of the social origins underlying psychiatric disorders can be disheartening. However, the resilience of individuals and the ability of governments and community organizations to develop policies and programs to address both the needs of the psychiatrically ill and the social origins of psychological and psychosocial distress offer not only hope but examples as well Women's problems.

#### **STATE GENDER IDEOLOGIES AND HEALTHY POLICIES: MAINSTREAMING GENDER PERSPECTIVES IN MENTAL HEALTH POLICY GENDERED VOICES**

An understanding of the social origins of women's ill health is recognition of what can be done and is being done to improve women's status and well-being. The development of policies and programs consistent with broader definitions of health require listening to the women whom such programs are designed to serve and giving voice to their concerns, at all stages of planning, implementation and management. Listening to women who will use and staff programs maximizes the likelihood that services provided will fit well in local settings, and as a result be acceptable and used. The myth that poor women cannot or will not speak for themselves must be dispelled.

Much local listening work that is, going into communities and talking with women about how they live and what their health and in particular mental health needs are remains to be done. In the mean time, we may listen to the work of many NGOs and women's groups that have mounted programs to defend and promote the overall well-being of women, such as recent efforts being undertaken by Indonesian women's organizations to address the mental health consequences of the sexual violence perpetrated against women during the May 1998 riots. NGOs and women's organizations are also seeking ways to give voice to ordinary women's concerns about feeding their families and caring for the sick in this stressful period created by the monetary crisis.

Existing local movements and enhancing grass-roots strengths offer pathways through which the status of women and women's health may be improved. Numerous local initiatives abound, from adult literacy programs in India to grass roots movements throughout the world's local communities of women, to resist oppression and to organize and reshape community health programs.

The voices of the contributors to the 1991 National Council for International Health's Conference on Women's Health represent a broad perspective as well. Conference recommendations are directed toward women's overall empowerment; these include

1. Establishing baselines for women's health and well-being and measuring progress;
2. Developing ways of monitoring the impact of structural adjustment programs on women's welfare, and establishing programs to mitigate their adverse effects;
3. Enforcing or enacting legislation to improve women's status;
4. Addressing women's need for equitable employment and economic development; and
5. Expanding education for women and girls.

Efforts at both the international and local levels are crucial, but to be maximally effective the two must connect. This may take several forms. One is the listening exercise mentioned above; exogenous donor agencies seeking to promote health and development should do so not only having listened but having given voice to the participants and intended beneficiaries of programs. For women, this means being partners in the process of mainstreaming gender perspectives in health policy and development programs. India supports for local initiatives is another connecting mechanism. A third is learning from and using local programs as models or creative inspiration for the designing of new initiatives.

#### **HEALTHY POLICIES AND MENTAL HEALTH POLICIES**

Health policies can be distinguished from healthy policies at the state level. Healthy policies are those government programs that, while not specifically aimed at fighting illness and disease, nonetheless have positive consequences for health. Healthy policies for women are supported by state gender ideologies that enhance the cultural, political and legal status of women by legitimizing equitable public investment in and protection of females as well as males. Countries with equitable gender ideologies are far more likely to educate females at approximately the same rate as males and to provide women legal protection, political rights and economic opportunities, than are countries that do not promote such equity.

Health policies that incorporate mental health into public health and address women's needs and concerns from childhood to old age can be developed in numerous ways to further mainstreaming of gender perspectives. Ethical considerations and competence of practitioners are central to the formulation of integrated health programs capable of redressing the trauma of rape, the stigma of sexual or domestic violence, the depression of isolation or gender oppression, and the anxiety of scarcity. One of the more troubling mental health consequences of general health status of communities is the effect on mothers of high infant and child mortality rates and high HIV infection rates affecting multiple family members across generations.

The social roots of many of these problems mean that they cannot be simply patched over with medical care; to ignore the potential role of the health care system to attend to needy women would imply that a society does not want to invest its resources in women's health. Institutions of health education, such as medical schools and training programs for health workers, need to be evaluated and barriers to treating mental illness and the consequences of violence addressed. Communication among health workers, physicians, and women patients is notoriously authoritarian in many places in India, regardless of the sex of the physician or health worker, making a patient's disclosure of psychological distress or consequences of sexual violence difficult, at times stigmatized.

International and state sponsored health policies must also face the challenge of formulating moral but culturally sensitive responses to practices hazardous to the emotional and physical health of women and girls. Such dilemmas can be partially resolved by offering support to local public health movements and grass roots efforts.

Health policies and accompanying programs of health research may become leverage to mobilize political will and participation, and to promote change in policies controlled by other sectors of government. Continued documentation of the powerful relationship between the health of the society and female education. Education of females is the single most important factor in improving the health of infants. It is even a factor in reducing alcohol consumption by husbands. Similar analyses of links between legal inequities and sexual and domestic violence and their health consequences for women and their families would provide another. Health policies and healthy policies may both be fostered by and provide ways to encourage equitable state gender ideologies that bring about the mainstreaming of a gender perspective into the health sector. There are also several specific initiatives in the domain of mental health that call for concerted attention from the research community, national agencies and local governments.

## RECOMMENDATIONS FOR SPECIFIC INITIATIVES

### 1. UPGRADE THE QUALITY OF MENTAL HEALTH SERVICES

Mental health services have a crucial role to play in alleviating suffering associated with psychiatric illnesses, emotional distress, psychological disorders, and behavioral pathology. Abused women, troubled children, those traumatized by political violence, those who have attempted suicide or are addicted to alcohol or narcotics, and especially those who suffer acute or chronic mental illnesses can be helped substantially by competent mental health care. We have seen how women suffer disproportionately from mental illnesses such as depression and anxiety, and dissociative disorders associated with sexual abuse, and yet these are the illnesses that competent clinicians may best help. With recent advances in psychiatric medications and specialized forms of psychosocial interventions, the potential for benefit is greater than at any time in history.

Mental health services in most societies are inadequate. Trained practitioners are scarce, drugs and psychosocial interventions are unavailable or of poor quality, and even where expertise and resources exist, they seldom reach into the communities where the needs are greatest.

Mainstreaming a gender perspective in the mental health sector through educating women at all levels of society about the possibilities of mental health interventions and the potential for services and programs is central to the success of mental health program development. The development of community based programs may build upon the engagement of many women to their local communities and their commitment to community and family health. Formal mental health services, consumer groups and healing institutions provides crucial care in many communities.

### 2. ENCOURAGE SYSTEMATIC EFFORTS TO UPGRADE THE AMOUNT AND QUALITY OF MENTAL HEALTH TRAINING FOR WORKERS AT ALL LEVELS, FROM MEDICAL STUDENTS TO GRADUATE PHYSICIANS, FROM NURSES TO COMMUNITY HEALTH WORKERS.

Essential to mental health programs is a small cadre of well-trained mental health professionals: psychiatrists, psychologists, social workers and psychiatric nurses. They are the ones who must lead efforts to establish priorities of mental health in medical education and health policy. Training primary care physicians, nurses and health workers in the recognition and appropriate referral and/or treatment of mental illness is central to expanding community services to meet needs. Specific training in diagnosis and management of psychiatric conditions is required to improve the quality of mental health services offered in primary care.

With appropriate training and supervision, non physician primary health workers can learn to diagnose, treat, and organize follow-up programs for a substantial fraction of cases of depression, anxiety and epilepsy, and can, with appropriate supervision, manage patients with chronic schizophrenia in the community if their social welfare is provided. WHO has developed training programs and shown they can be effectively employed in societies as diverse as India, the Philippines, and Tanzania.

Mainstreaming a gender perspective may build on the interests of many women professionals who have entered the field of mental health care as psychiatrists, psychiatric nurses, counselors and social workers.

### 3. PROMOTE EFFORTS TO IMPROVE STATE GENDER POLICIES, TOWARD INTERDICTING VIOLENCE AGAINST WOMEN, AND TOWARD EMPOWERING WOMEN ECONOMICALLY, AND TO MAKE WOMEN CENTRAL IN POLICY PLANNING AND IMPLEMENTATION OF MENTAL HEALTH SERVICES. RESEARCH SHOULD EVALUATE THE MENTAL HEALTH CONSEQUENCES OF THESE PROGRAMS FOR WOMEN, FOR CHILDREN, AND FOR MEN.

Investing in the health, education, and well-being of women is of high priority for improving the mental health of populations in low and middle income countries. The World Bank's 1993 World Development Report clearly demonstrates that educating women to primary school level is the single most important determinant of both their and their children's health. World Mental Health (1995) indicates women's education is an equally valuable investment for the mental health of women, men and children.

Throughout the world women constitute the vast majority of caretakers of first and last resort for chronically disabled family members, including mentally retarded children, demented elderly, and adults suffering a major mental illness. Minimally, it is in a community's long-term social interest to assist with this burden through formal health services. In addition, because women are critical to the success of health policies, their participation in formulating mental health policies should be encouraged, with governments, international organizations and NGOs defining avenues for women to exercise leadership roles.

### 4. ENCOURAGE INITIATIVES TO ATTEND TO THE CAUSES AND CONSEQUENCES OF COLLECTIVE AND INTERPERSONAL VIOLENCE

Violence is one of the most pressing problems in India today. Prolonged conflicts, ethnic strife, and political repression lead to deep trauma and psychological problems that persist beyond the period of conflict and violence. While only profound changes in international and national politics will reduce armed conflicts, peace and security initiatives should be strongly encouraged. In addition, mental health concerns should be more widely understood in peace and security programs. For ethnic conflict, for instance, mental health issues from the effect of racism on ethnic identity to the vicious cycles of revenge should become the target of new policies, such as education in schools. Transnational initiatives to treat trauma may assist in modest but effective ways as well to quickly respond to and aid victims of collective violence. Intervention programs of therapy and triage, which have been shown to have beneficial effects, need to be supported internationally as well as locally given costs and limited services in many parts of the world.

Preventing interpersonal and domestic violence requires the mainstreaming of a gender perspective to formulate policies both in health care services and in the legal system. Although medical care for physical wounds and mental health care for psychological wounds may mitigate long term suffering, deterrence and ultimately prevention requires laws that make domestic violence against women is a crime.

### 5. DIRECT EFFORTS SPECIFIC TO PRIMARY PREVENTION OF MENTAL DISORDERS, AND BEHAVIORAL, PSYCHOSOCIAL AND NEUROLOGICAL DISORDERS

Efforts would survey the scientific knowledge base, examine primary prevention activities around the world, address the cross-cultural relevance of prevention programs, and define training needs and related activities. Successful prevention programs call for the integration of biological and psychosocial factors, and the active promotion of proven preventive programs. Models taking account of the co-morbidity of many disorders, the clusters of psychiatric disorders and psychosocial distress, must be developed in order to encourage interventions to support individuals who are afflicted with mental illness.

## CONCLUSION

Women's are suffering from so many mental health problems and disorders. Mental disorders are seen to vary across time, within the same populations at the same time. This dynamic nature of the psychiatric illness impacts its planning, funding and healthcare delivery. Various studies had shown that the prevalence of mental disorders is high in female gender, child and adolescent population, students, elderly population, people suffering from chronic medical conditions, disabled population, disaster survivors, and industrial workers. Community surveys have the advantage of being more representative.



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## AAJEEVIKA: A MISSION TO ENHANCES LIVELIHOOD AND MAKES SELF EMPLOYMENT OF RURAL PEOPLE AND WOMEN

**RICHA VERMA**  
**RESEARCH SCHOLAR**

**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**DEEN DAYAL UPADHYAY GORAKHPUR UNIVERSITY**  
**GORAKHPUR**

**AMBUJ SRIVASTAV**  
**RESEARCH SCHOLAR**

**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**DEEN DAYAL UPADHYAY GORAKHPUR UNIVERSITY**  
**GORAKHPUR**

### ABSTRACT

*Aajeevika has incorporated learning from the implementation of programmes, primarily from the successes and failures of S.G.S.Y and from the various States' initiatives in the rural livelihood sector, and accordingly adapted the approach and strategies in implementing the program. This research paper basically provides an overview towards building, supporting and sustaining livelihoods of the poor, NRLM harnesses the innate capabilities of the poor, complements them with capacities (information, knowledge, skills, tools, finance and collectivization) to deal with the rapidly changing external world. The National Rural Livelihoods Mission (NRLM) is, perhaps the largest poverty reduction programme for women, in the world aiming to reach nearly 70 million rural households.*

### KEYWORDS

Nrlm, implementation, Ajeevika skills, livelihood, mksp.

### INTRODUCTION

The Planning Commission set up a committee under the chairmanship of Prof S R Hashim in 1997, to review and rationalize various Centrally Sponsored Schemes for Poverty Alleviation and Employment Generation. The Committee recommended the integration of allied programmes with IRDP for better linkages. The report formed the base for shifting from an individual beneficiary approach to a group approach for poverty alleviation. Based on the recommendations of the Planning Commission, the schemes of TRYSEM, SITRA, GKY, DWCRA and MWS were merged into a single self-employment programme namely Swarnjayanti Gram Swarozgar Yojana (SGSY), to be implemented by the States, with effect from April, 1999. SGSY moved from the individual oriented approach of the earlier programmes like the IRDP, TRYSEM etc. to a group based approach with Self Help Groups of rural BPL as the unit of assistance. The cornerstone of the SGSY strategy was that the poor need to be organized and their capacities built up systematically so that they can access self employment opportunities. This restructuring also helped in establishing effective linkages between the various components of the programme, such as capacity building of the poor, credit availability, technology transfer/upgradation, marketing and infrastructure development. Performance of SGSY was assessed through concurrent evaluation, studies and Steering Committee constituted by the Planning Commission for the 11th Plan and the Prof. Radhakrishna Committee on Credit Related Issues related to SGSY, setup by the Ministry of Rural development an April, 2008. Accordingly, based largely on the recommendations of the Prof. Radhakrishna Committee, SGSY has been restructured as National Rural Livelihoods Mission (NRLM), subsequently renamed as "Aajeevika", to implement it in a mission mode across the country. The programme was formally launched on 3rd June, 2011.

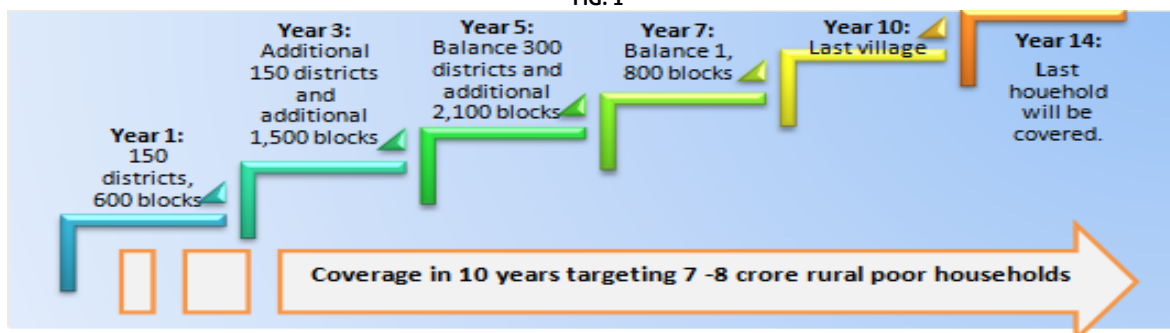
### OBJECTIVES

1. To study the role and implementation of this scheme that establishing the impact on rural people.
2. To study the role of capacity building and training programmes that strengthens the National Rural Livelihoods Mission and State Rural Livelihoods Missions.
3. To study the role of NGOs and CSOS under the scheme Aajeevika.
4. To study that the Scheme provides professional support to the Central and State Governments in implementation of the Placement linked Skill Development Programme.
5. To undertake and support research, evaluation and other studies related to matters having a bearing on the objectives of NRLM which would provide inputs for improving the quality of implementation of NRLM.

### IMPLEMENTATION PATTERN OF THE SCHEME

NRLM implementation is in a Mission Mode. This enables (a) shift from the present allocation based strategy to a demand driven strategy enabling the states to formulate their own livelihoods-based poverty reduction action plans, (b) focus on targets, outcomes and time bound delivery, (c) continuous capacity building, imparting requisite skills and creating linkages with livelihoods opportunities for the poor, including those emerging in the organized sector, and (d) monitoring against targets of poverty outcomes. As NRLM follows a demand driven strategy, the States have the flexibility to develop their livelihoods-based perspective plans and annual action plans for poverty reduction. The overall plans would be within the allocation for the state based on inter-se poverty ratios.

FIG. 1



## IMPLEMENTATION AT BLOCK LEVEL

NRLM intends to work in a block for a period of ten years till community federations take responsibility of implementation. A typical block having about 13,500 (90% of total poor) mobilize-able poor households spread over 100-120 villages is divided into 4 clusters of 30 villages each. In a typical intensive block, the first 3 years are spent in building the organisations of the poor by mobilizing them into SHGs, Federations at Village, Cluster level and Block level. Funds flow to the community institutions over the first 4-5 years. The middle years, years 3-6, are invested in deepening the activities and addition of various layers such as health, nutrition, interventions for Persons with Disability (PwD), etc. Last 4 years is essentially a maintenance and withdrawal phase where the community institutions graduate to self-reliance and self-sustainability.

Implementation in the blocks is being done in four ways –

- a) **Resource Blocks** with the support from National Resource Organization(s) (NRO) [5-6% blocks in a state];
- b) **Intensive Blocks** implemented with SRLM staff and internal community resource persons and the CRPs generated in resource blocks;
- c) **Partnership Blocks** with the support from local community federations and NGO partners; and
- d) **Non-intensive Blocks** are the remaining blocks in the state which are not taken up for implementation in the initial phase.

**At the National level:** NRLM Empowered Committee (EC) has been set up which reviews and approves the Implementation Plans and Annual Action Plans and release the funds to SRLMs. The Joint Secretary/Additional Secretary, Rural Livelihoods (RL), MoRD leads NRLM as Mission Director and Chief Executive officer (CEO) of National Rural Livelihoods Promotion Society (NRLPS) with the Union Minister In-charge of the Ministry/Department dealing with the Society shall be the ex-officio President of the Society. NRLPS comprises of multidisciplinary team of professionals from open market on contract, and requisite support staff to provide wide ranging professional and technical support to the National Rural Livelihoods Mission and the State Rural Livelihoods Missions in the implementation of their Mission Objectives.

**At the State level:** The State Rural Livelihoods Mission (SRLM) constituted by State Government, would oversee the implementation of all NRLM related activities in the state. An autonomous body under the State Government, SRLM would be incorporated as a society, trust or company. State Mission Management Unit (SMMU) would implement the NRLM activities in the state through an SMMU, at the state level, headed by a full-time State Mission Director (SMD). A multidisciplinary SMMU team would comprising of experts in Social Inclusion, Financial Inclusion, Livelihoods, Programme Management, Programme Support etc., would support the SMD in implementing NRLM in the state.

**District Mission Management Unit (DMMU):** The DMMU of the SRLM would be responsible for meeting NRLM objectives and implementing NRLM activities in the district. DMMU, linked suitably with DRDA, would be a facilitating and support unit for field structures. A multidisciplinary DMMU, led by District Mission Manager (DMM), hired from open market on contract or on deputation from Government, includes functional specialists in Social Inclusion, Financial Inclusion, Livelihoods, Capacity Building, Programme Management, Programme Support etc., and support staff, as required. These specialists and staff would be hired in a phased manner, as required, on contract or on deputation.

## ROLE IN LIVELIHOODS GENERATION

NRLM needs to look at the entire village economy, resources and farming/livelihoods system and build infrastructure so that the poor could be enabled to optimize the resource utilization for their betterment. It should begin with livelihoods mapping - area specific livelihood mapping of Resources, Skills, markets, technologies, enterprises and also conduct a gap analysis, and identifying existing and potential livelihoods. This should result in promoting existing livelihoods at individual level, group level, village level, inter-group level and/or beyond. Collectivization can be promoted for purchases, sales, processing, and integrated. Management Development and Entrepreneurship Development Programs need to be offered to the individuals/institutions. Sustainable agriculture, tank-based and dairy based livelihoods are amenable to take to the scale through collective route.

These gaps and opportunities can be addressed through products and service-based enterprises - Individual Enterprises; Group Enterprises at SHG level; Village Enterprises at SHG Federation Level; Beyond Cluster level – MACS/Producers' Company; and Beyond - Company of Producers' Companies. A significant step towards encouraging these enterprises would be to enhance the role of the RSETIS.

**Feasible Business Plan Models** should be developed for SHGs which should be customized to local requirements. Promotion of livelihoods collectives would be critical for the success of the mission with focus on marketing and a value-chain approach. These enterprises will be community-owned and community-based.

### Ajeevika Skills

The Aajeevika Skill Development Programme (ASDP) is a sub-mission under NRLM. ASDP gives young people from poor communities an opportunity to upgrade their skills and enter the skilled work force in growing sectors of the economy. Training and placement schemes are run in partnership with public, private, non-government and community organizations. Strong relationships are being built with industry associations and employers'. The target is to skill and place 50 lakhs youth in the formal sector by 2017.

- Provides customized residential and non residential training
- Minimum 624 hours of training with modules on trade specific skills, IT and soft skills.
- Special programs for Jammu and Kashmir, Minorities and Most Critical Left Wing Extremist Districts.
- Implemented under the supervision of the central and state governments.
- 75% assured placement above minimum wages.
- Post placement support.
- Food and transport support during training.

## ROLE OF NGOS AND CSOs IN NRLM

NRLM Partnerships with NGOs and other Civil Society Organizations is a win-win model as their synergy could maximize the benefit for the poor. Based on the discussions in Chapter 2 on partnerships with NGOs and other CSOs including IOPs in NRLM, Working Group appreciates that NRLM is conscious of the experience of CSOs in sustainable livelihood augmentation and dedicated NGOs having good track records could be actively engaged at all levels of NRLM implementation. They can be entrusted with complete responsibility of the poor in an area or specific tasks/components. These include - reaching poorest and socially excluded groups; forming and strengthening SHGs/SHG Federation; planning including preparing Business Development Programs; promoting and strengthening livelihood collectives, nurturing institutions of the poor engaged in social action, pilot testing of ideas through experimentation; collection, updating information and maintenance of a suitable MIS; facilitating and forming a bridge between Government and community; monitoring & documentation; transferring learning; conducting TOTs trainers etc.

NRLM believes in further building on the work done by NGOs and thus would seek proactively to involve NGOs in the implementation of the NRLM activities in the field including in social mobilization, livelihood support, developing large scale prototypes, innovations and so on. NGOs will also be called in to perform specific functions within their diversified areas of competencies, such as training, research, documentation so on.

Primarily there may be three major types of NGO partnerships in NRLM:

- **Program/Field Implementation Agency (PIA):** The NGOs who will be implementing the program in accordance with NRLM framework, starting with social mobilization and livelihood promotion having coverage targets that will be laid out in the NRLM plan for specific blocks. The PIAs can be operating at two levels, implementing program either in an entire Block or in an entire District or even both.
- **Thematic support NGOs:** NGOs with domain expertise that will be involved in implementation of specific activity in the field around livelihoods and value chain development including promotion of the producers' organizations or in any other specialized areas.

- Resource NGO: NGOs can and will be involved in multiple activities ranging from provision of training inputs to the NRLM and community organizations and personnel to developing training and communication material and in various aspects like process documentation, monitoring and evaluation, research studies, action research, innovative field implementation, etc.

### MAHILA KISAN SASHTIKARAN PARIYOJANA (MKSP)

MKSP was launched by Government of India in 2010-11 as a sub component in Aajeevika, in order to improve the present status of women in agriculture and enhance the opportunities for empowerment. MKSP was initiated for livelihood enhancement and vulnerability reduction interventions across the country. MKSP recognizes the centrality of women in agriculture and therefore aims to provide direct and indirect support to enable them to achieve sustainable agriculture production. MKSP envisages to initiate learning cycle by which women are enabled to learn and adopt appropriate technologies and farming systems. MKSP is implemented as a sub component of AJEEVIKA.

### MKSP GUIDELINES

The primary objective of MKSP is to develop large proofs of concept on livelihood promotion that can then become models for livelihood scaling up under NRLM with a major focus on building livelihood collectives based on technologies and practices that are sustainable and climate change resilient. The MKSP guideline is, therefore, to be suitably modified so as to reflect this vision of MKSP being integrated with overall NRLM framework in due course of time.

Being within the larger ambit of NRLM framework, promotion of generic institutions of poor along with livelihoods collective becomes imperative and all the partners implementing MKSP may actively be involved in the formation and nurturing of women SHGs and federations as generic institutions as the building blocks for promotion of livelihoods organizations. NRLM may initiate this process under their intensive block strategy by recognizing these blocks as intensive blocks. Respective states would take the opportunity to build on the existing social mobilization work already taken up by the partners in these areas and start promoting the generic institutions of the poor like SHG and their federations. In case, the partner NGOs are found to be experienced in promoting such generic organizations they should be allowed to continue their work in close coordination with respective state/district units. The partner NGOs may be then being engaged as a partner of NRLM within the NRLM partnership guidelines and paid separately as per the NRLM norms for promoting generic organizations.

The MKSP guidelines overall are quite well aligned with the 'National Policy for Farmers 2007' (NPFF 2007) though it is also necessary to make few issues more explicit. There is a need to broaden the scope of MKSP and define 'farmers' to include the most vulnerable. Therefore, under MKSP the targeted women 'farmers' would include every poor woman dependent for their livelihoods on agriculture and allied activities, livestock rearing, fisheries and would also include tribal women engaged in collection, use and sale of minor and non-timber forest produce (NTFP).

MKSP would try to deliver the proof of concept, based on successful pilots/practices, on a reasonable scale. The model of the concept gets stabilized. The training modules and material would be ready. The communication material would be there. The community resource persons would be available to go to other areas and work with the communities. Thus, these models would be mainstreamed in the areas of high incidence of poverty, tribal pockets and other marginalized areas.

### FINDINGS

Aajeevika National Rural Livelihoods Mission (NRLM) is the best scheme that helps in skill development and also makes the women employment in their areas which enhances the basically women empowerment and rural people. This Scheme having the fine implementing agencies which regulate the daily monitoring and done effectively. The purpose of scheme to employ rural people and by the help of training programmes, the Government took various steps for the rural Development. The contribution of other implementing agencies also doing work in efficient and appropriate manner. Thus, the Scheme gradually develops the Skills Development of rural people that helps in full employment with sound Livelihood.

### CONCLUSION

AJEEVIKA -National Rural Livelihoods Mission (NRLM) is one of the flagship programmes of the Ministry of Rural Development. It is also one of the world's largest initiatives to improve the livelihood of poor, rural people and boost the rural economy. The contribution of SHGs in financial services and development in India, relying only on them the number of people who are likely to be actively involved in the kind of social intermediation that so-called good SHGs have to practice, appears rather far-fetched.

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## CONSUMER BEHAVIOUR REGARDING INDIAN BRANDED GOODS: A STUDY OF APPAREL INDUSTRY OF LUDHIANA

**SUKHVINDER KAUR  
RESEARCH SCHOLAR**

**I. K. GUJRAL PUNJAB TECHNICAL UNIVERSITY  
KAPURTHALA**

### ABSTRACT

*With the advent of globalization and liberalization, Indian consumer's preferences have also taken a giant leap. Today, Indian consumers are more inclined towards the purchase of branded and quality products, specially the apparel. As the youth of the country is now exposed to various business and professional situations. Economy has resulted into the development of markets with new jobs created in apparel manufacturing and fashion designing industry. This growth has also been supported by Indian education sector with the creation of various diplomas, graduation and post-graduation level courses. The apparel market is considerably churning with respect to dressing pattern, style, usage of branded items and choice of fibre and awareness of latest trends. The Indian apparel industry has been contributing a lot in the growth of Indian economy as this industry has come up with lot of employment opportunities. The industry is also promoting the age long heritage of India by giving due importance to artisans and their hand designed apparels. This paper focuses on the growth and structure of Indian apparel industry and Ludhiana (Punjab) and the consumer behaviours towards Indian Branded Goods. From this research it has been concluded that there is maximum preference towards non branded cloths because branded cloths are costly than the non branded cloths.*

### KEYWORDS

behaviour, consumer, brand, apparel.

### INTRODUCTION TO CONSUMER BEHAVIOUR

**B**uying Behaviour is the decision processes and acts of people involved in buying and using products. Why do we need to learn about consumer buying behaviour? The simple answer is that no long can we take the customers for granted. Consumer buying behaviour determines how our consumers decide to buy our product and what are the various factors responsible for this decision? The central focus of marketing is the consumer. To devise good marketing plans, it is necessary to examine consumer behavioural attributes and needs, lifestyles, and purchase processes and then make proper marketing-mix decisions. The study of Consumer behaviour includes the study of what they buy, why they buy, how they buy, when they buy, from where they buy, and how often they buy. An open-minded consumer-oriented approach is imperative in today's diverse global marketplace so that a firm can identify and serve its target market, minimize dissatisfaction, and stay ahead of competitors. Even, luxury brands have to design a unique pricing strategy in order to get a foothold in the Indian market.

### INTRODUCTION TO THE APPAREL INDUSTRY

The textile and apparel industry can be broadly divided into two segments - yarn and fibre, and processed fabrics and apparel. India accounts for ~14 per cent of the world's production of textile fibres and yarns (largest producer of jute, second largest producer of silk and cotton, and third largest in cellulosic fibre). India has the highest loom capacity (including hand looms) with 63 per cent of the world's market share. The domestic textile and apparel industry in India is estimated to reach US\$ 141 billion by 2021 from US\$ 67 billion in 2014.

Apparel is the second largest retail category in India. There are a number of factors that have contributed to a definite swell in apparel market size. The rising affluence of the middle class due to rising disposable income and strong per capita income have considerably helped the industry to move ahead from a commodity level garment purchasing to a life style or a branded level product.

According to the confederation of Indian Textile Industry it constitutes 4% of India's GDP, 12% of Industrial Production and 10.5% of total exports of goods. It is the second largest employer after agriculture which provides direct employment to over 35 million people and indirect employment to 45 million.

Readymade garments remain the largest contributor to total textile and apparel exports from India. In FY15 the segment had a share of 40 per cent of all textile and apparel exports. Cotton and man-made textiles were the other major contributors with shares of 31 per cent and 16 per cent, respectively.

Rising government focus and favourable policies is leading to growth in the textiles and clothing industry. Foreign direct investment (FDI) in textile sector increased to US\$ 1,587.8 million in FY15 from US\$ 1,424.9 million in FY14. The Ministry of Textiles is encouraging investments through increasing focus on schemes such as Technology Up-gradation Fund Scheme (TUFS). To promote apparel exports, 12 locations have been approved by the government to set up apparel parks for exports.

### MARKET STRUCTURE AND SEGMENTATION

Indian apparel market is vast, and fragmented and yet growing, characterized by presence of large number of players, widely dispersed across the country. The market is segmented in three different ways:

- Segmentation by User category: - men's wear, women wear, unisex wear and kids wear
- Segmentation by Use: - formal, casual, active sports, traditional and uniforms
- Segmentation by Price: - super premium, premium, medium, economy and low

### INDUSTRIAL SET UP OF LUDHIANA

Ludhiana District's industrial set-up pulsates day and night, tossing goods worth crores and transporting them to all corners of India and different parts of the world. The majority of Ludhiana-based industrial houses have made inroads into other parts of the nation, even overseas. One-third of the total power available in Punjab is guzzled in Ludhiana only. Of the categories of industry, the leading are a hosiery-based industrial unit. These comprise woollen, cotton & synthetic yarns. Ninety-five per cent of the country's woollen industry is located in Ludhiana. Some of best-known brands, including Oswal, Casa Blanca, Santa Rova, Monte Carlo, LWS, Pringle, York, Great way, Rage, are made here. Thirty per cent of the cotton industry is also based here. As much as 70 per cent of the country's cycle and cycle parts are manufactured in Ludhiana—Hero, Avon, Neelam, Kular and Atlas, to name a few. A large chunk of India's sewing machines and fans are also produced here, besides small machine and hand tools and agricultural implements. Ludhiana is home to certain world-class tyre and tube manufacturing units for two and three-wheelers, including cycles, scooters, motorcycles, animal-driven vehicles etc. Except for the Oswals, who have made the mega city world famous with their Monte Carlo and Casablanca range of woollens, the other big industrial houses the Hero Group of Munjals, the Avon Cycle Group of Pahwas, were set up by migrants from Pakistan.

### LUDHIANA'S MARKET: GARMENTS AND HOSIERY

Ludhiana is a leading industrial town of the north Indian State of Punjab and an important center of textile and allied industry. Ludhiana is a leading producer of woollen and acrylic knitwear, although it also uses extensively cotton and other blended fibers to produce a wide range of fabrics, hosiery, knitwear and ready-

made garments. The industry caters largely to the domestic market, although it has also been exporting for nearly a century. Consisting of both registered and unregistered units, almost 99% of the ready-made garments, textiles and hosiery industry in Ludhiana are small scale. Historically, the domestic market has been the main consumer of textile and garment industry's products and it has been growing significantly in recent years as income levels among India's middle class go up and fashion conscious young adult consumers increase. Exports from Ludhiana based garment and hosiery units have generally been around 10% of the total production. Main export markets – till early 1990s, it was former USSR and Middle East and now in recent years it has expanded to other markets in Europe and USA.

## RESEARCH METHODOLOGY

The study made extensive use of both primary and secondary data. Secondary data was collected through numerous articles and reports made available by government official websites.

The main sources of secondary data were Government of India websites related to economy and trade like Ministry of Finance, Department of Commerce, Department of Central Excise and Customs etc., - Import and Export data from Directorate General of Commercial Intelligence and Statistics (DGCI&S), catalogues of Indian manufacturing and marketing companies.

The primary data was collected through a field survey. The questionnaire was designed to know the consumers behaviour, frequency of purchasing and perception towards branded goods. A sample of 100 respondents from Ludhiana district aged 18 years and above was contacted on the basis of convenient sampling method.

## OBJECTIVES OF THE RESEARCH

The basic objective of research was to:

1. To know the structure, growth and size of the India and Ludhiana Textile Industry
2. To identify various factors that motivates people to buy branded goods
3. To know the satisfaction level of customer

## ANALYSIS AND INTERPRETATION OF DATA

### 1. NUMBER OF CONSUMERS WHO LIKE TO DO SHOPPING

TABLE 1.1

Particulars	No. of respondents	Percentage (%)
Yes	50	100
No	0	0

**Interpretation:** As the above table shows, out of sample size of 50 all the consumers like to do Shopping.

### 2. NUMBER OF PEOPLE LIKES TO DO SHOPPING THROUGH VARIOUS PLACES

TABLE 1.2

Particulars	No. of respondents	Percentage (%)
E Shop	5	10
Trade Shop	20	40
Mall	15	30
Super Market	10	20

**Interpretation:** Maximum consumers like to do shopping from trade shops which is 40% and online shopping is the least preferred mode of shopping.

### 3. FREQUENCY OF VISITS

TABLE 1.3

Category	No. of respondents	Percentage (%)
Weekly	10	20
Monthly	20	40
15-20 days	20	40
Rarely	----	----

**Interpretation:** As the above table shows that 20% consumers shop weekly. 40% consumers are likely to do shopping on monthly basis. 40% of consumers like to do shopping on 15-20 Days basis. And out of sample of 50 no one is there who likes to do shopping rarely. It means most of the people like to do the shopping at monthly and 15-20 days basis.

### 4. NUMBER OF PEOPLE WHO ARE BRAND CONSCIOUS

TABLE 1.4

Particulars	No. of respondents	Percentage (%)
Yes	20	40%
No	30	60%

**Interpretation:** From the above table it is proved that out of the sample size of 50, 40% consumers are brand conscious and 60% are not brand conscious. It means most of the consumers are not brand conscious.

### 5. NUMBER OF PEOPLE BUY DIFFERENT BRAND OF CLOTHS

TABLE 1.5

Category	No. of respondents	Percentage (%)
Levi's	10	50%
Pepe	5	25%
Lee	3	15%
Puma	2	10%
Any other	-----	-----

**Interpretation:** Out of sample size 50% consumers prefer Levi's brand. 25% prefer Pepe brand, 15% prefer Lee brand and 10% prefer Puma brand. It means maximum brand conscious consumers prefer Levi's brand.

### 6. REASON FOR PREFERRING A PARTICULAR BRAND

TABLE 1.6

Category	No. of respondents	Percentage (%)
Brand name	15	75%
Product feature	-----	-----
Promotion activities	-----	-----
Distribution system	5	25%



**Interpretation:** The above table shows 75% consumers buy the branded garments because of brand name and 25% of respondents prefer branded garments because of the distribution system. As a result, we can say that people prefer branded cloths because of brand name.

#### 7. NUMBER OF PEOPLE THINKS BRAND IS A STATUS SYMBOL

TABLE 1.7

Category	No of respondents	Percentage (%)
Highly disagree	-----	-----
Disagree	-----	-----
Neutral	-----	-----
Agree	12	60%
Highly agree	8	40%

#### LEVEL OF AGREEMENT

$$[(60 \times 4) + (40 \times 5) = 440/50 = 8.8]$$

**Interpretation:** Out of the sample size of 20 preferring brand, 60% respondents respond that brand is a status symbol. So we can conclude that maximum consumers are agreeing that brand is a status symbol.

#### 8. NUMBER OF PARAMETERS WHICH EFFECTS CONSUMER BUYING DECISION

TABLE 1.8

Category	Numbers	Mean rank
Quality	64	3.2
Price	41	2.05
Easy Availability	48	2.4
Discount	47	2.35

**Interpretation:** From the rank being given to some factors by respondents we come to know that most important factor took into consideration while buying a branded cloth is price. After that easy availability and discount are considered and least common factor which effects the purchase decision is Quality.

#### 9. RATING OF THE FACTORS WHICH CONSUMER CONSIDER WHILE BUYING

##### (I) PRICE

TABLE 1.9.1

Particular	Numbers	Percentage
Most important +2	20	60.66%
Important +1	5	16.66%
Neutral 0	3	10%
Less important -1	2	6.66%
Least important -2	-----	-----

**Interpretation:** The above graph shows that 61 % of consumers consider that Price is most important factor while buying cloths and 17% consumer considered price is an important factor. 10% is for neutral and 7% is for least important. It means from the results we can conclude that maximum consumer thinks that price is the most important factor which they take into consideration while buying.

##### (II) DESIGN

TABLE 1.9.2

Particular	Numbers	Percentage
Most important +2	10	33.33%
Important + 1	15	50%
Neutral 0	5	16.66%
Less important -1	0	-----
Least important -2	0	-----

**Interpretation:** out of the sample size of 30. 50% consumers consider, Design is important factor which they take into consideration while buying cloths. 34% consumers respond that design is most important factor. So as a result we can say that, design is an important factor for buying cloths.

##### (III) DISCOUNT

TABLE 1.9.3

Particular	Numbers	Percentage
Most important +2	7	23.33%
Important +1	10	33.33%
Neutral 0	5	16.66%
Less important -1	5	16.66%
Least important -2	3	10%

**Interpretation:** 24% consumers consider that discount is most important factor, 34% consider discount is an important factor and 17% is neutral and less important respectively. 10% consumers respond that discount is least important factor. As a result, maximum consumers said that discount is an important factor.

##### (IV) SALES PROMOTION

TABLE 1.9.4

Particular	Numbers	Percentage
Most important +2	3	10%
Important +1	5	16.66
Neutral 0	5	16.66
Less important -1	10	33.33
Least important -2	7	23.33

**Interpretation:** It is evident from the above table that 34% respondent said that sales promotion is less important factor. 10% consumers said that sales promotion is most important factor.

#### 10. SATISFACTION OF CUSTOMER REGARDING BRAND AVAILABLE IN THE MARKET

TABLE 1.10

Particulars	No of responses	Percentage
Yes	50	100%
No	0	0

**Interpretation:** Out of 50 Sample size 100% respondents are satisfied with the brand and company available in the market.

**RESULTS AND FINDINGS**

- Out of the sample size of 50, all the consumers at monthly and between a period of 15-20 days go for shopping and like to shop from trade shops and E Shop is the least preferred mode.
- 40% consumers are brand conscious and like Levis brand due to its brand name and 60% are not brand conscious.
- Maximum respondent agrees that brand is a status symbol and there are some people who highly agree that brand is a status symbol. But non branded clothes are preferred more as compared to branded clothes.
- Most important factor which is considered while buying a branded cloth is price. Second preference is given to easy availability of the brand and then to the discount factor. And least common factor which effects the purchase decision is Quality.
- 100% respondent responds that they are satisfied with the brand and company available in the market.

**SUGGESTIONS**

- Customers like best quality product at any price, so companies should add latest technologies to their products to enhance quality of product.
- After sale services is the area where branded and non branded company can highly satisfy the existing customers, because they can make more customers through their word of mouth. So Indian and international company should provide latest and reliable services to their customers.
- Customer's always look for some extra benefit with purchasing. They demand for affordable price and gifts with purchasing.
- International companies should make strategies to cater every income group. In Ludhiana city upper income group can afford to purchase international brands, but lower income group cannot. So international companies should make products to cater the needs of middle income groups also.
- The companies should give more emphasis on advertising to create awareness and make brand image in the minds of customer.

**LIMITATIONS OF THE STUDY**

- 1) The Study is Restricted to Ludhiana.
- 2) The Response can be biased and subjective.
- 3) Many Respondents were not sharing their actual views.
- 4) Due to time Constraints the sample size was kept small and view of majority were not taken.

**CONCLUSION**

Consumer buying behaviour is the important factor to forecast the sale of any product on a particular area. So company should keep close eye on the customer buying behaviour. The changing market trend, customer view and preference showed that customers are quality sensitive. From this research it can be concluded that there is maximum preference towards non branded cloths because branded cloths are costly than the non branded cloths. Preference for particular brand depends on individual tastes and preferences. However, majority of Indian consumers look for certain common parameters like design, quality and above all merchandizing. Innovation in product design and fabric selection, are essential elements that add to value perception for a product. Sales discounts also tend to influence the purchase decisions of consumers provided the minimum parameters/ features are not compromised with.

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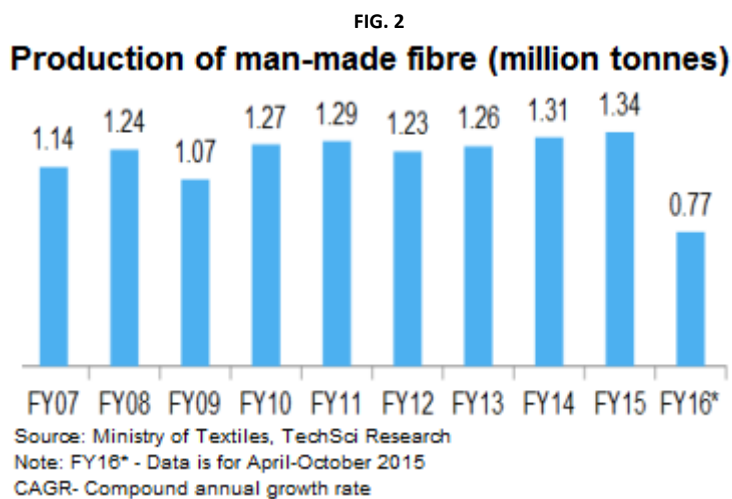
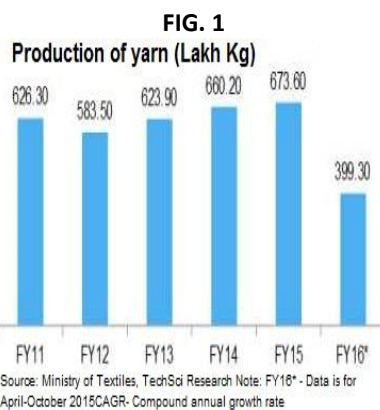
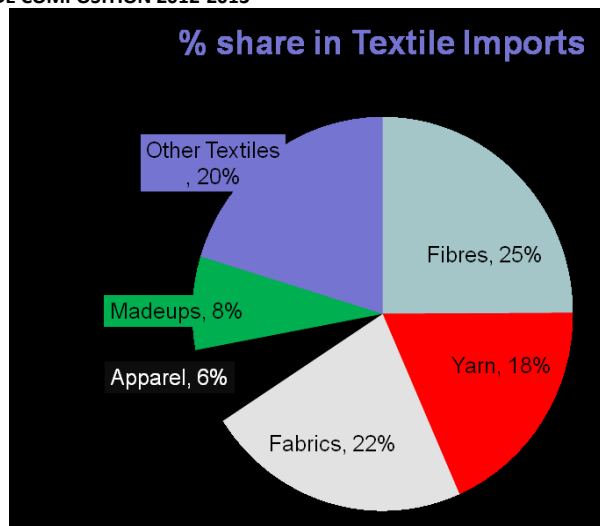
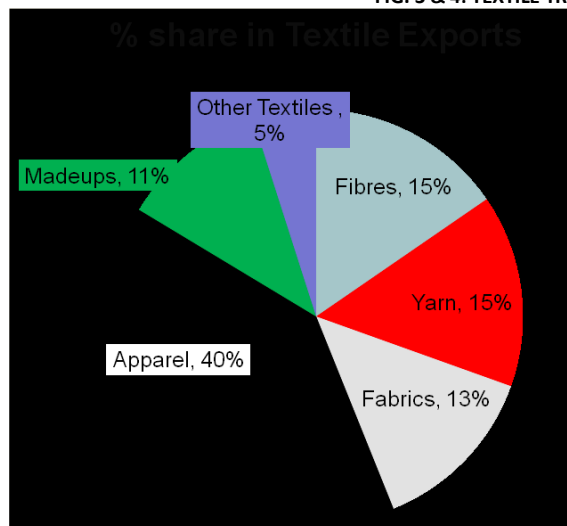


FIG. 3 &amp; 4: TEXTILE TRADE COMPOSITION 2012-2013



Source: DGCI&amp;S

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