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AN ANALYSIS ON THE PERCEPTIONS AND INITIATIVES OF CSR IN IT INDUSTRIES OF SOUTHERN INDIA

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ABSTRACT

Today the concept of CSR has undergone radical change. It has integrated social as well as environmental issues into their missions and decisions. Companies take keen interest in informing about their CSR activities to their stakeholders. In developing economies like India, CSR is seen as part of corporate philanthropy in which corporations augment the social development to support the initiatives of the government. Many countries separate philanthropy from social responsibility. While in India, it is seen as a weapon for social activities including recruitment and retention. Also, many argue that it helps in building an image of the organization. While some argue that government does away with their role of playing a regulatory body over the powerful business houses. Others criticize that CSR is not their basic economic role of business. Some even say that CSR is put in place to gain commercially as well. While some others state that the impact of the CSR is not only impacts profits but benefits the society at large. The more the open and honest disclosure, the stronger and trusting relationships can be built with the stakeholders and consumers. In this paper we are analysing the perception of the selected companies towards corporate social responsibility and what type of corporate social responsibility activities done by them.

KEYWORDS

CSR initiatives, corporate social responsibility, employees, development.

1. INTRODUCTION

India has been named among the top ten Asian countries paying increasing importance towards corporate social responsibility (CSR) disclosure norms. India was ranked fourth in the list, according to social enterprise CSR Asia's Asian Sustainability Ranking (ASR), released in October 2009.

During 1980s, the CSR concept grew to integrate corporate objectives with the social responsibility of business thereby making it responsible to care for environment, employees and also make good profits. In the 1990s, Peter Drucker and many other authors propagated CSR as a part of corporate strategy. The stakeholder model of CSR emphasizes on survival of the corporation which throngs upon not only the responsibility towards shareholders but also towards employees, governments and customers. CSR is interchangeably used with several terms like business ethics, corporate citizenship, social and environmental responsibility, corporate sustainability.

World Business Council for Sustainable Development defines Corporate Social Responsibility (CSR) as "The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large."

According to CSR Asia, "CSR is a company's commitment to operating in an economically, socially and environmentally sustainable manner whilst balancing the interests of diverse stakeholders."

Across the globe, business enterprises have undertaken CSR initiatives in the areas of water conservation, healthcare, rural welfare, environment protection, poverty alleviation, education, community investment projects, culture and heritage, bio-diversity, disaster management and relief, culture and heritage, green environment, product responsibility, governance, waste management and gender equality.

2. OBJECTIVES OF THE STUDY

1. To study the perceptions of IT companies towards CSR practices.
2. To study the various CSR initiatives implemented by different IT industries.
3. To make suggestions for accelerating CSR initiatives.
4. Finally, to map the information collected from various sources.

3. RESEARCH METHODOLOGY

The paper consists of both primary and secondary data. Primary data has been collected through the distribution of Questionnaire to the employees working in various IT Industries. The secondary data sourced from journals, articles etc.,

4. CHALLENGES OF CSR

In India the CSR managers face number of challenges in managing CSR activities. The biggest problem is of lack of

- budget allocations followed by
- insufficient information
- support from employees
- knowledge in implementation
- professionalism and
- absence of trained and developed staff are the limiting factors for reduced CSR initiatives.

5. DATA ANALYSIS AND INTERPRETATION

In the present study data was collected through questionnaire from 80 employees working in various IT industries, in southern India. Presence of corporate social responsibility activities is very usual in these companies but the levels are different, i.e., all the companies have been involved into corporate social responsibility

and the study will provide an insight as to at what level the companies are doing CSR activities. The data generated by the primary survey was processed by the computation of Percentage analysis.

The cumulative data of Employees response towards the fifteen variables related to corporate social responsibility activities have been presented below:

5.1: How long has your company been operating?

It is inferred that, 48% of the companies are operating more than 5 years, 22% of the companies are of more than 10 years, 20% of the companies are of 1-3 years, and 10% of the companies are less than 1 year age.

5.2. What sources of funding are used/allocated for CSR Initiatives?

It is found that, 56% of the employees agreed that the company is allocating the percentage of profits, and 44% of the employees said that the company allocates the budget in the Annual allocations for the CSR initiatives.

5.3. What are the main motivations of the company to engage in CSR programs?

It is revealed that, 40% of the companies engage in CSR programs for the employee satisfaction and fulfilment, 24% of the companies for the better corporate image, marketing and advertising strategy, 22% of the companies to improve competitive advantages, productivity & business opportunities, and 14% are engaged to gain support of communities, market and stakeholders.

5.4. What benefits plans does your company offer to employees?

It is identified that, all the companies are offering Training and Capacity Building programs to its employees as a part of their CSR initiatives. In addition to this, 78% of the companies are providing Health Insurance Schemes, 65% are providing Maternity/Paternity allowances, 60% are allowing pension plans, 54% are providing Life Insurance Schemes, 52% are allowing Defined Contribution Plans, and 38% of the companies are providing Loan/access to credit facilities.

5.5. Please select the type of assistance programs your company provides to employees?

The data reveals that, all companies are providing the Functional Skills Development Programs to the employees. In addition to this, 85% of the companies focuses on the Health & Wellness programs and 74% focuses on the Family & Life style programs.

5.6. From the list below, tick the stakeholders your company reaches out/consults with on CSR initiatives? Using the scale 1 (strongly significant) to 5 (strongly insignificant), say how stakeholders are playing significant role in influencing the programs of planning and implementation?

From the data, it is inferred that, majority of the companies are consulting the employees when framing the CSR policies. Next priority goes to shareholders, government/regulators, next to Customers and Local Communities and the least priority given to Suppliers/Vendors.

5.7. Does your company have any of the following systems in place to ensure customer/client satisfaction?

It is noticed that 73% of the companies maintains Website/online/email complaints system, whereas 35% maintains Complaint Reporting through telephone, letter etc., and 20% of the companies conducts the customer satisfaction surveys to collect the customer/client satisfaction levels.

5.8. Tick the tools used by the company to communicate the CSR activities to stakeholders.

For the above question, it is clear that all the companies communicate about CSR activities through the Meetings, Mass Media, Websites, Company newsletters/leaflets/posters and Press releases/press conferences, and few of the also companies preferring campaigns for this.

5.9. Does your company have taken any steps to prevent the use of child labour?

It is observed that, 81% of the employees said that their company abolished the use of child labours, and the remaining employees opted NO option for this.

5.10. Does your company provide for security of employment?

It is noticed that, 80% of the employees opted YES for the above question and the remaining doesn't agree with this.

5.11. Does your company ensure occupational health and safety?

It is clearly identified that, 91% of the companies ensuring the health and safety measures to the employees, and very few doesn't agree to this.

5.12. Does your company guarantee handling of complaints?

It is inferred that all the companies are having the grievance redressal mechanism.

5.13. Does your company give donations to community causes?

70% of the employees accepted that their company is donating for the community causes, and the remaining disagreed with this statement.

5.14. Does your company sponsor community events?

55% of the employees opted for YES for the statement that their company sponsors the community events, and remaining disagreed with the statement.

5.15. Does your company work with local schools/colleges/universities?

It is identified that, 65% of the employees opted NO option and 35% opted YES for the statement that the company works with local schools/universities.

6. CONCLUSION

Everyone in the organisation needs to recognise their own role in promoting CSR. Companies should provide wider professional development activities. Majority of the companies are allocating percentage of profits rather than the allocation in annual budget for the CSR activities. The companies operating more than 5-10 years are more focusing for the satisfactions of the employees, and the remaining are more concentrated to improve productivity and to gain support from community etc.

All most all the companies are providing the benefits like health insurance schemes, maternity/paternity allowances etc, if also concentrates on Loan provision/access to credit facility etc., then they can gain more loyalty from the employees.

The companies which are running long term are also focusing on child labour abolishment, providing job security, donating for charitable/community causes etc., If these are concentrated by the young companies, then they too sustain in the market for a longer period.

It is advisable for the government to look into policies and legislations for the benefits of companies adapting CSR and take up initiatives aimed at encouraging to involve in CSR which should be easily accessible and relevant. Media can come up with strong support for informing the people at large about the CSR initiatives taken up by the companies. It can sensitize population and also make them aware of the benefits of CSR to them.

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TRENDS AND INNOVATION IN MALE GROOMING INDUSTRY**DR. SANGEETA KOHLI****PRINCIPAL****S. K. SOMAIYA COLLEGE OF ARTS, SCIENCE & COMMERCE
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MUMBAI****ABSTRACT**

Men grooming products includes cosmetics, toiletries and shaving products. Conventionally men grooming products comprise toiletries and shaving products only but recently demand for men beauty products are surging popularity across the globe. Men grooming products become very popular over western developed countries from the beginning of twenty first century, the trend is now shifting to Asia Pacific and Latin America. The growth of global male cosmetic market is tremendous. Men are becoming more sophisticated in their grooming habits and have tapped into the ever growing product offerings that are now becoming available to them, which has prompted more interest in male specific products rather than unisex products. The present paper aims to analyze the advancement which have taken place in the male grooming industry along with latest trends and innovations.

KEYWORDS

male grooming products, beauty products.

INTRODUCTION

In the past, men thought of shaving or getting a haircut as nothing more than a routine chore – a task accomplished as quickly as possible. Today, that perception has become increasingly rare. Men's hair and skin care has graduated from a chore to a pleasurable activity. What's more, an increasing number of men view personal grooming as an outward sign of success, and one they are more than willing to spend money on.

Men naturally have somewhat oilier skin than women. This, combined with the need for regular shaving, makes irritation and acne outbreaks a common issue for men. As a result, marketing plans for men's skin care products should emphasize prevention over curative treatments. Moving away from the traditional bar of soap, men often opt for the convenience of face wash gel. Men also recognize that regular exercise and a healthy diet can be extremely beneficial for healthy skin. Metrosexual culture is one of the main growth drivers for men grooming products. Metrosexual are modern men who pays attention towards their own grooming and maintenance of appearance by visiting spa, going to gymnasium, using cosmetic and grooming products and be at par with the latest trends in fashion. Along with the desire, affordability to spend on this spa, gym and grooming products is one of the important criteria for becoming a metrosexual. Men grooming market is very dynamic, which has led companies to add values in the existing products in order to avoid the declination in demand after maturity stage, moreover to capture new market companies are focused on new innovation of men grooming products.

Less awareness among male consumers is driving the market slowly. New technology and the product innovation is the biggest opportunity for the marketers, emerging economic countries are the biggest prospect for men grooming products. Men grooming premium products have high opportunity in North America and Western Europe.

INDIAN PERSONAL CARE MARKET

The market size of India's beauty, cosmetic and grooming market will reach \$ 20 billion by 2025 from the current \$ 6.5 billion on the back of rise in disposable income of middle class and growing aspirations of people to live good life and look good. To suit consumption across difference levels of purchasing power, FMCG companies are coming out with variety of products in different price range.

The rural population too is joining the mainstream with improvement in linkages with the cities by roads, telecommunication and the firms reaching out to the people in villages and small towns. The consumption pattern of cosmetics among teenagers went up substantially between 2005 and 2015 because of increasing awareness and desire to look good. In fact, this product category is among the fastest growing segments for the manufacturers of a range of products including body sprays.

The herbal cosmetics industry is also driving growth in the beauty business in India and is expected to grow at a rate of 12 percent. The Indian cosmetics industry has a plethora of herbal cosmetic brands like Forest Essentials, Biotique, Himalaya, Blossom Kochhar, VLCC, Dabur and Lotus and many more.

There is a rising aspiration among Indian men to look better groomed, which has led to the Indian men's grooming market's rapid growth of more than 42 percent in the last 5 years. This growth is faster than the growth rate of the total personal care and beauty industry in India. Additionally, as more Indian men are looking to remain competitive in the workforce, they are seeking products to help them maintain a youthful look.

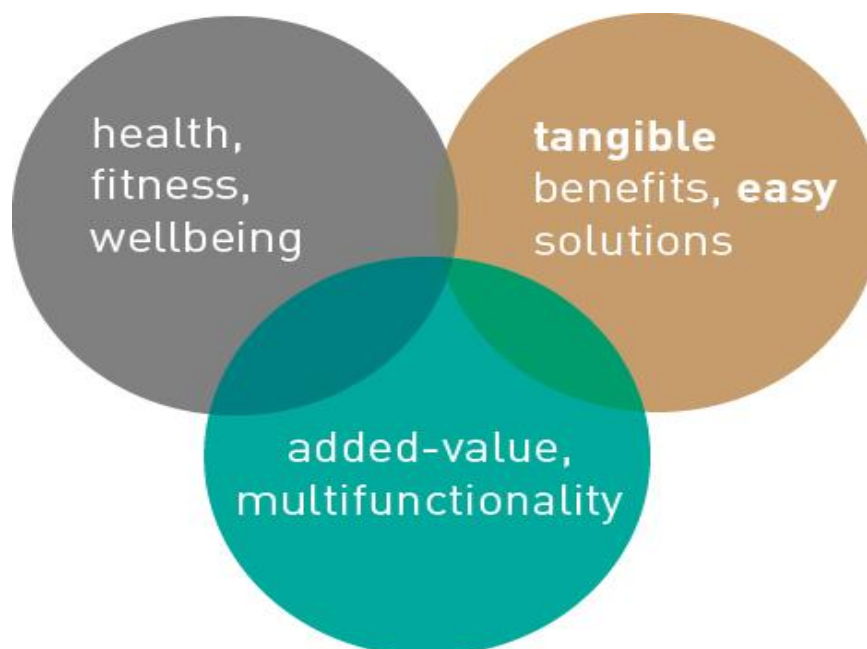
Interestingly, men who fall in the age group of 18 to 25, spend more money on grooming and personal care products than women in India. The aspirations and requirements of today's young Indian men are rapidly evolving. With a surge in disposable income, men are becoming more discerning and indulgent. In an evolving trend in India, men are beginning to look at innovative grooming and personal care products created specifically for them. There has been sharp increase in number of beauty salon and spa in the country. It is estimated that about 25-30 percent of total salon business come from men's treatment.

MALE GROOMING MARKET SEGMENTATION

On the basis of product type men grooming products market is segmented into skin care, deodorants, toiletries, shaving products and others (talc, concealers and sun protection). Skin care segment is sub-segmented into moisturising, anti-aging, skin whitening and anti-acne. Toiletries segment is sub-segmented into soap, shampoo, hair-conditioner and after shower. Shaving products segment includes shaving gel, cream, foam and after shave lotion. Male grooming products consumers' consumption trend shows bath and shower products have highest consumption among male grooming products followed by shampoo and deodorants. Shaving accessories, facial skin care, hair conditioner and sun care products have comparatively less consumption but facial skin care and sun care have good opportunity in the men grooming market with a high growth rate during next five to six forecasted years.

On the basis of distribution channel men grooming products market is segmented into departmental stores/supermarket, hypermarket, drug stores and online retail stores.

INNOVATION DRIVERS



- Problems like dark & dry skin, sensitive skin, hair fall, grey hairs, dry scalp led the cosmetic companies to produce effective cosmetic product which will help to solve these problems thereby maintaining health, fitness and wellbeing of male consumers.
- Cosmetic products are also expected to provide tangible benefits and easy solutions to the problems like acne, oil control, pigmentation etc.
- In the modern era, cosmetic consumer expects a multi-functional cosmetic product which will provide skin care, protection from ultra-violet rays, moisturizes the skin and help to solve the problems like anti-aging. The latest BB and CC creams provide all these added value at the same time thereby saving the beauty regime time of consumers.

TRENDS IN MALE GROOMING MARKET

- Increased penetration of category cross-overs such as skin care products with anti-aging and sun protection benefits, as well as anti-dandruff products with anti-hair loss properties
- Growth in men's hair care developments that address specific concerns from hair loss, thinning of hair and scalp-oriented shampoos and treatments, to sensitive scalp
- Men's skin care is adopting a holistic approach, where treating the skin has extended beyond combating wrinkles to improve the overall skin complexion including dark spot correctors and products to treat the eye area, as well as anti-aging formulas, night creams and serums
- Cleansing and moisturizing continue to be the main expectations men have when it comes to facial skincare according to Mintel GNPD
- Increasing number of natural and organic skin care brands specifically designed for men
- Increased interest in men's multifunctional products led by their preference for "fast and effective problem-solvers"
- Men's hair styling sees the revival of the slicked back undercut, influenced by the styles of the early 20th Century, and a modern update on the men's pompadour hairstyle borrows from the likes of Elvis but in a subtle way.

CONCLUSION

Men's grooming will continue to perform well in future, with the trend towards increased focus on physical hygiene, health and wellness and image set to continue to rise among Indian men. Continued celebrity endorsement of men's grooming products is also expected to help increase awareness of men's grooming products among male consumers from smaller towns and villages. Increased awareness of men's grooming products and their benefits and usage, coupled with increased availability of these products is expected to help drive sales of men's grooming products.

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METRICS & ASSESSMENT OF EMPLOYER BRANDING

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ABSTRACT

In the competitive market place, organizations are fighting battles on all fronts i.e., building & retaining market share, stakeholder satisfaction and more importantly recruiting & retaining best talent. The war for talent is influenced by employer brand which in turn is influenced by employee value proposition (EVP). Organizations have been investing time, money and resources into building employer branding efforts, while investors and stakeholders increasingly becoming sceptical and are demanding for evidence of delivery at ground level. Also HR as a function is transitioning away from being a staff function to being a core and strategic contributor. The key anchor in this transformation process is the metrics driven approach. As is the case with other HR initiatives, HR functionaries have working towards metrics driven approach towards employer branding efforts. This paper presents perspectives and approaches that both researchers and practitioners can adopt to reap ROI on the investment that are being made towards Employer Branding.

KEYWORDS

ROI, employer brand, employee value proposition, metrics, stakeholder satisfaction.

INTRODUCTION

According to Wikipedia, Employer Brand refers to the reputation of the organization as employer, and is influenced by the value proposition the organization offers to its employees. The term was introduced early 1990s. Minchington described it as “image of the organization” and as an “employer of choice” among the key stakeholders (active and passive candidates, clients/customers and other key stakeholders). The core influencing factor of Employer brand is the Employee Value Proposition. The root word is Customer Value Proposition (CVP) which refers to a well-defined and persuasive marketing statement related to the product or service. It refers to the perceived/actual benefits that the customer would derive from buying the product or service. It is used to target and attract the customers and not to the distributors, staff and suppliers.

OBJECTIVES

The objectives of the study are:

1. To know the dimensions of Employer Branding.
2. To know the stakeholders involved in Employer Branding.
3. How do we assess ROI on investment on Employer Branding?

RESEARCH METHODOLOGY

This research paper is based on descriptive study and is based on secondary data i.e., research carried out various researchers in the areas of Employer Branding, dimensions of employer branding, practices and approaches, business outcomes of employer branding initiatives.

LITERATURE & CONCEPTUAL REVIEW

In the research study aimed at probing the impact of EVP on business outcomes (Heger Brian K, 2007) have identified that EVP influences employee engagement and retention, both of which have positive impact on the business results of an organization. McKinsey Quarterly have identified that superior EVP are able to identify and attract “right fit” talent. Another research paper has identified that employer brand refers to the efforts of an organization to promote itself both to internal and external employee segments. The research article titled “A stakeholder’s perspective of the value proposition concept” has identified that EVP helps in co-creation of value with the stakeholders. Pratiba Goswami (2015) in her research paper has identified that EVP helps in identifying and attracting right talent for the organization.

In the white paper (2015) Prof Paul and Dr Lillian have approached Employer Branding from the perspective of broader HR Proposition and studied it from three dimensions 1) as a form of psychological contract, 2) form of social identity and 3) form of two-way signalling to existing and prospective employees. They have identified Employer Branding as a 3 step process 1) Development of value proposition based on organization’s culture, style of management, profile of existing employees, and quality of products and service quality of the organization. 2) External marketing of the value position of the brand primarily to attract right-talent 3) Internal marketing of employer branding on the “brand promise” embedded into the culture and its commitment of the values and goals to the employees.

Dr Chitramani & Deepa (2013) in their study of employer brand of three Indian IT firms Infosys, TCS and Wipro have identified they have developed their Employer Brand as USP based on HR practices and culture. Infosys had leveraged on “middle-class turning into millionaires”, Wipro is viewed as ‘take-off point for entrepreneurs’ and TCS is viewed as “training ground for freshers”. Chloé & Sébastien (2013) in their research study in France, on Gen Y Preferences and its impact on Employer Branding have identified that they prefer Job Security and relaxed environment and that their expectations are heterogeneous.

Prieska Kharisma in her research study on Employer Branding, has identified that it is important that organization works on creating unique brand identity (social identity) that for employer branding, employees (both current and prospective) identify with the brand identification features. These features include socially constructed through thoughts, feelings, and comportments of individuals and group members.

Suman & Suparna (2010) in their research on employer branding and studied internal and external branding practices of Indian organization like TATA steel, Ceat, TCS and have leveraged on their inherent strengths and practices to create an employer brand,

Gaye (2015) in his research on engagement & retention of millennials has identified that HR practices have a major role in internal branding. He studied the employee expectations from the cohorts of baby boomers, Gen X and Gen Y. The expectations of millennials are 1) meaningful employment 2) Technology integrated workplace 3) Flexible work environment and 4) fast track career opportunities.

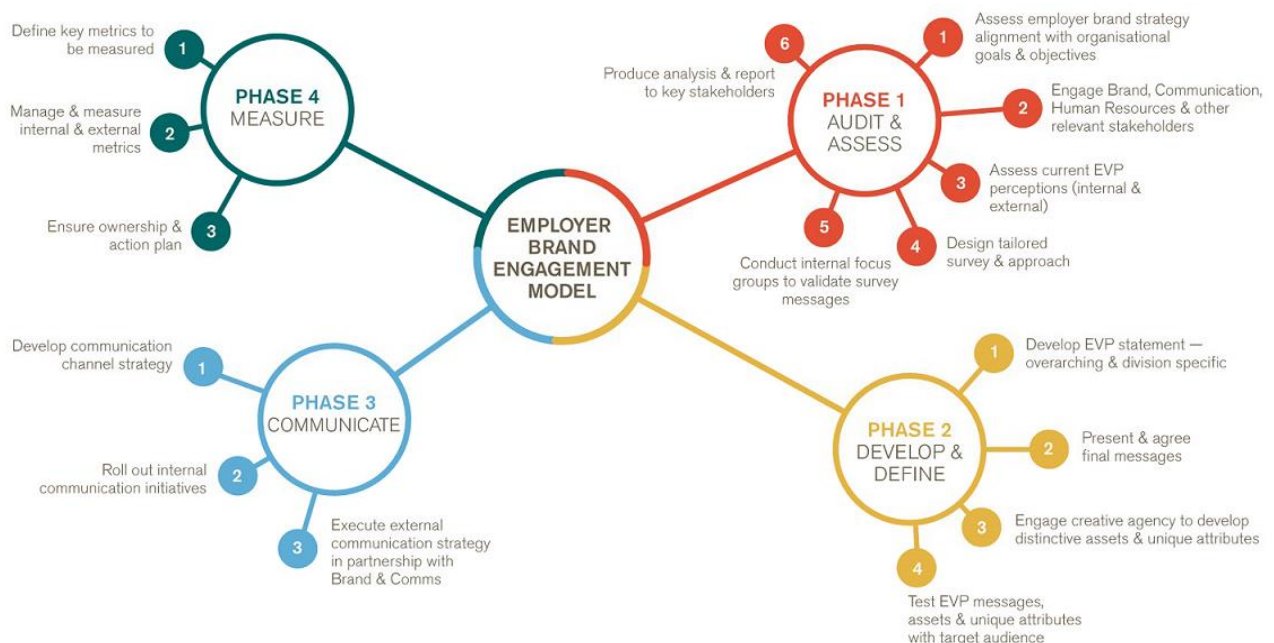
Dr. Venkatesh (2015) in his comparative study of CSR practices has identified that organization ethos, leadership and culture have a deep influence on CSR practices of organization and also on the People Practices in organization.

CIPD in their survey on Employer branding has identified the various practices being adopted by organizations for the purpose of employer branding i.e., 1) Campus Hiring 2) Diversity Communications 3) Compensation & benefits Strategy 4) IT Technology and communications 5) Physical working environment 6) Public Relations 7) Performance Management 8) Career Website 9) Leadership & Management Behaviours 10) Learning & Development opportunities/initiatives 11) Employee Communications 12) Recruitment advertising. The expected outcomes of employer brand as identified by participating organizations in the survey in the order of priority are 1) Alignment to Vision/Values 2) Improve Recruitment Performance 3) Compete for Talent (labour) 4) Increase Employee Satisfaction 5) Improve productivity/delivery 6) Reduce attrition and 7) Reduce HR Costs

Hudson in their Employer Brand Engagement Model have tracked it through the four stages i.e., 1) Audit & Assessment of Current State 2) Develop and define the Employer Brand 3) Communication the brand proposition to target segments and 4) measuring the impact of branding initiatives.

FIG. 1

Hudson Employer Brand Engagement Model



Hudson | RPO

Most of the Employer Branding Frameworks have the following stages and components:

TABLE 1

Phase I	Actionable
Phase I : Audit & Assessment	<ul style="list-style-type: none"> Define People Strategy, Organizational goals & objectives Understand the current EVP Perceptions and channel effectiveness Consultation with Internal focus groups, management teams and employee surveys Compiling of audit report, analysis and findings identification
Phase II : EVP Strategy Development	<ul style="list-style-type: none"> Development of unique EVP attributes & statements Cross checking the developed EVP
Phase III : EVP Testing & Approval	<ul style="list-style-type: none"> Test EVP statements across divisions and regions Development of communication strategy plans
Phase IV: Alignment & Communication	<ul style="list-style-type: none"> Alignment of EVP process Internal engagement & communication External communication & roll-out
Phase V : Management & Metrics	<ul style="list-style-type: none"> Identification & implementation of reporting structure and assigning of responsibilities across functions Tracking effectiveness and efficiency metrics for internal and external metrics

EMPLOYER ATTRACTIVENESS & EMPLOYER BRANDING

Peirre (2005) in his research on employer attractiveness has developed an employer attractiveness scale with dimensions covering the areas of 1) Recognition/appreciation from management 2) working environment (Happy, fun & exciting) 3) springboard for future employment 4) Feeling good about yourself as a result of working for a particular organisation 5) Feeling more self-confident as a result of working for a particular organisation 6) Gaining career-enhancing experience 7) Having a good relationship with superiors 8) relationship with your colleagues (good, supportive and encouraging) 9) Progressive work practices 10) Value and support to employee creativity 11) Quality of products & services of the organization 12) Career Progression opportunities 13) Humanitarian organisation (gives back to society) 13) Opportunity to apply what was learned at a tertiary institution 14) Opportunity to teach others what was learnt 15) Climate of acceptance and belongingness 16) Customer-centricity of the organization 17) Job security within the organisation 18) Hands-on inter-departmental experience 19) Above average basic salary & attractive overall compensation package

EMPLOYER BRANDING – INTERNAL & EXTERNAL

The employer branding efforts of the organization has two dimensions i.e., internal and external and the initiatives under both the dimensions are captured below:

TABLE 2

External	Internal
Visibility of Senior Leadership in Media	Vision, Values & culture of the organization
Quality of Products & Services	Organizational Initiatives towards quality products & services
Customer speak on products and services	Walk the talk by senior leaders
Brand presence across media (print/TV/social spaces)	Accessibility of leaders to employees
Presence of organisations on Job Portals/career sites	People Practices of the organization
Campus activities & presence	1) Managerial support to employees
Employee speak on social media like glass door	2) Performance Management system
Recruitment advertisements in print media	3) Learning & Development Opportunities
Recruitment process and treatment of applicants	4) Career Progression Opportunities
Employer of Choice awards	5) Employee Communication
Best People Practice awards	6) Compensation & Benefits
Awards for organizational excellence	
Organizational initiatives for community cause	

PARTNERS/STAKEHOLDERS IN EMPLOYER BRANDING

Employer branding is no longer the exclusive domain of HR professionals. In the changed paradigm, HR professionals are partnering with Top Management, Corporate Communications, Marketing & Branding team members, Managers keeping in view the visibility of 360 visibility of the brand both to the internal and external stakeholders.

METRICS FOR EMPLOYER BRANDING

In the changed paradigm, employer branding is part of organizational strategy and branding initiatives and the efforts of employer branding are to be linked to the business outcomes. The priorities/objectives of employer branding will vary based on the context of the organization. The metrics are mapped to internal and external branding efforts and metrics are:

TABLE 3

Dimension & Metrics	Metric Definition
External	
Visibility of Senior Leadership	Extent to which the senior leadership are seen in external media/events
Overall Company Rating	The company rating can be given by investment rating agencies, glass door surveys
CEO Approval Rating	The rating that CEO received on professional sites such as Glass Door
Business Outlook for the organisation	Business outlook that is realised by corporate communications team, or stock market analysts
No of Media Rich post on social networks	The number of posts made/influenced by the organization and the hits/views for such post
Clear EVP in Posts & Competitive Differentiation	Ability of organization to present its value proposition to candidates. Efforts to ensure that target audience is able to clearly understand EVP after reading the posts
"Product" Testing:	Process of organization to complete any process or review any information as an employee or candidate
No of recruitment advertisements	No of advertisements that the organization has published across media. This will help target candidate pool to view/preview the organization as a "happening organization"
Awareness among potential hires (Basic, Recall, Top of the Mind)	The awareness can be assessed by carrying out surveys. The awareness can vary from Basic (i.e., awareness of the organization brand) ; Recall (ability of candidate to recall the brand in the segment such as HLL/Nestle in FMCG, in Amazon/Flipkart Ecommerce etc.)
No of applicants	The number of applicants for position that position adverts receive. This indicates if the brand is aspirational.
Candidate job acceptance rate	This is indicated by the number of candidates to whom jobs have been offered Vs their acceptance rate
Participation in campus activities/hiring events	The presence of the organization in hiring events such as campus hiring, online hiring carnivals
Image Survey on campus	The image survey can be carried out among potential candidates on parameters such as (innovation, attractiveness, ethical standards, financial strength, market leadership, and social responsibility
Organizational Personality Assessment	This can carried out during semantic differential based on organizational attributes such as innovative, quality of products
Internal	
Visibility of Senior Leadership in Townhall	The availability of Senior Leaders such as CXOs in the town hall meetings to share the vision and organizational priorities, connect with employees
Employee Feedback	Employee Feedback is taken on Employer Branding initiatives and the effectiveness
Cost Per Hire	The average cost incurred by the organization in hiring candidates. The higher the employer brand awareness, lower will the cost per hire. This is due to fact that organization can reach out to larger candidate pools and motivate them to go through the selection process.
Time to Hire	This is measured by the average time taken by the organization to hire a candidate for the position.
Candidate quality	This is measured by the ratio of qualified applicants to total applicants for an advertised position
Cost-per-qualified-candidate	This metric is assessed by the cost incurred by the organization to hire quality candidate
% of employee referrals	The cost that the organization is incurring in sourcing candidates through channels such as internal job posts or paid sourcing from external sources
Retention rate	The retention of employees in general and those from talent pools
Employee Engagement/satisfaction Surveys	The engagement/satisfaction score of organization across various dimensions. These surveys can be carried out either internally or through third party
Absenteeism	The absenteeism of employees
Promotion readiness rating	This is measured by the number of available candidates for next level promotion. The underlying assumption being that in an organization with higher employer brand appeal, talent retention is high and consequently the availability of talent readiness for next level
Performance ratings of newly promoted managers	The performance ratings of newly promoted managers indicates the quality of internal talent
Manager/executive failure rate	The number of managers/executives who tend to fail in their roles. This is based on the underlying assumption that in case of organization with higher level of employer brand awareness would result in higher quality talent retention and consequently the lower failure rate of managers/executives

CONCLUSION

In the competitive world, the key differentiator is the quality of talent that the organization attracts and retains. The enabling parameter is employer brand. Organizations have realized the imperativeness and are directing efforts to build and nature employer brand. However, organizations are now focussing on quality of efforts, impact and ROI aspects for their efforts. It is this context that this research paper based on secondary and descriptive research presents the metrics along with interpretation. The metric can be used by organization, based on their strategic priorities.

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TEENAGER'S ATTITUDE TOWARDS TELEVISION ADVERTISEMENTS: AN AREA CENTRIC ANALYSIS

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ABSTRACT

Television advertisements have been the subject of great deal of attention in the last 10 to 15 years. Television advertisement industry has achieved tremendous growth in India which would have not been possible without the marketing strategies of multinational and international companies, developed technology and big financial resources. Advertisers spend 100s of millions of rupees per year inspiring, influencing and deploying individuals to adopt an imaginary life style. Indian teenagers are big segment of market. Marketers and advertisers target teenagers because of teenager's good spending capacity, their influence on parent's spending and participation in family purchasing decisions. Studies have shown that now days for adopting western culture teenagers are much influenced from television advertisements and its negative impact can be seen in family purchasing decisions resulting conflicts and disturbance in parent – teenager relationship. In India only 30% population live in urban and rest of the 70% live in rural area. Perceptions towards television advertisements of urban and rural teenagers may differ due to many reasons. Main aim of this paper is to investigate exposure, attitude and perceptions to television advertisements of urban and rural teenagers separately and to find out significant differences.

KEYWORDS

advertisements, television advertisements, teenagers, exposure, perceptions.

INTRODUCTION

Now days where ever we go we find some kind of advertising. There are many forms of advertisements present today. In present era advertisements that are targeted on teenagers are very controversial. Advertiser select teenagers because they can easily lure them in. Today's teenagers are different in many ways from last generations. Today the most influencing factor on our teenagers is television advertisement. This is obviously a very interesting subject and many books have been written, many studies and reports are done on the effects of TV advertising on teenagers.

Television as well as advertising on television have grown very fast throughout the developing world. The availability of television gives viewers to new, versatile and dynamic information about the world which may change individual's attitudes, like, dislike and behaviors. The expansion of television in the developing world in 20th century has been extraordinary. Beyond presenting entertainment television also increases the availability of always new information about the world and shows the other ways of life's aspects in a very attractive manner. Basically in present scenario teenagers are actually one of the main factor in purchasing decisions. They put pressure on their parents to buy a particular brand and refuse to eat anything else or throw a fit until the parent gives in and buys the chosen toy or cereal or flavored milk. The only reason teenagers force their parents in this way because they are convinced that advertised product will do special things for them. We could even go so far as to say that television commercials are part of the reason that such a high percentage of teenagers are obese these days. If we look at the television commercials aimed at teenagers, the majority of them are for non-nutritious foods such as candies, sugary breakfast foods, and juices that contain nothing real.

Every commercial is not developed to sell products. Messages for public welfare which are aimed at educating the people or modification of certain behaviors can affect teenagers also and they are not necessarily in the same manner that the makers of the commercial may have applied. But finally television advertising is now the key for developing, creating and sustaining almost every type of brand. Advertising plays a major role in attracting, informing and reminding again and again both potential and existing customers towards creating a brand decision. It plays an important role in modifying dreams, aspirations and helps consumer to take conscious product and brand decisions.

Advertisements can create easy remembrance for the consumers for the advertised product by associating the brand with the celebrity and can easily register the brand in consumer's memory. Some advertised images hold a stronger position in the mind of the consumers but some images of advertised products are blur in consumer's mind because of weak or unattractive creation of advertisement. Position of a particular brand or product in the brain of the consumer is always relative and associative. At which extent consumer is able to recall and recognize the brand is known his brand awareness.

REVIEW OF LITERATURE

Moschis and Mitchell (1986) conducted a research study to find the impacts of television advertising on adolescent's consumer behavior. This study was based on decision making for household purchases. This research examined how family, peer group and television advertising leave their effects on teenagers regarding their role in household purchasing decisions. They found in their study that advertising was having the important and most effective role for creating a picture of consumer in teenager's mind.

Adler and Richard (1977) had conducted research on consequences of commercial communication on family decision making. Somewhere they found that after leaving high schools most of the adolescents will be watching 5 to 8 hours of watching television and states that children and adolescent are exposed to numerous activities of violence and aggression through various mass media sources like on television, movies and music videos. The final processing for this study was to teenager's spending and purchasing behavior. They found that exposure through mass media was playing significant role in shaping teenager's consumer behavior and purchasing attitudes.

Galst & White (1976) found in their study that children like and request those products frequently which are advertised on television. They told that television advertising seems to be effective medium to create and develop positive attitudes and behavior for products and services. Television advertising is well capable in changing children's perceptions towards household products.

Caron & Ward (1975) surveyed and reported that there is a very high degree of relationship between foods which are heavily advertised on television and children influencing attempts for those products. They suggested that further research is needed to find causal relationship in between television advertisements and children's preferences and requests.

Moses & Baldwin (2005) examined children recalling power from many different perspectives in their study. Their experiments measured that more than half of the children were easily capable of remember and recall those advertisements which were shown to them once during the program. They found that advertisements which were easily recalled by the children were related to toys, ice-creams, wonder parks etc. When those children were asked that from where they learned to have products they indicated television advertisements as information source.

Atkin (1978) found that among children television advertisements are the most effective medium in creating a desire to purchase the products and services and this effects works more when celebrity endorsements is there. Study revealed that today television works like economic socializing agent. Presence of television is massive in children's lives and children are exposed to advertisements.

Galst & White (1976) found that watching advertisements prior to purchasing plays as a significant factor for product and service purchase requests. Further studies on cross – cultural research also found the positive relationship in between amount of television watching and purchase requests. Advertiser's point of view also indicates that main purpose of advertising is to force the children or teenagers to purchase the products rather than spreading information regarding products and services.

Singh (2006) found in his research study that decision making in family is mostly done by parents. They are considered a significant decision making unit but teenagers enjoy their influencing in decisions for day to day routine consumption as well as they request another purchase requests for products desired by them. He found that teenagers constitute a big market share with direct buying power for fast foods, chocolates, candies, ice creams and stationary items as well as indirect influencing power for expensive household products like refrigerator, televisions, washing machines and air conditioners etc.

IMPORTANCE OF THE STUDY

This study is important for advertisers and marketers. Some of India's top channels charge Rs.350000 for 10 seconds to telecast an advertisement on TV during prime time. These rates go higher during most watched Indian cricket watches and every big company especially from FMCG sector plays its advertisement more than 3 – 4 times per day on an average. They spread information regarding their product or service to the public in such an expensive way. Teenagers are focused and target to sell them personal consumable items, durable items, family toiletries, family electronic items and food, beverages, automobile products and other service products. It becomes important to evaluate what teenager's exposure is towards television advertisements.

STATEMENT OF THE PROBLEM

In India companies are spending millions of rupees on television advertising only, which is increasing the cost of product. Does this huge investment only on advertising give better financial returns? Or can this cost be reduced in advertising and should be invested in research and development departments to improve the product quality and make product available at cheaper rate? It is important to know do teenagers really like and get influenced from television advertisements and is there a significant impact of advertisements on teenagers to influence and persuade to purchase or not?

OBJECTIVES

The objective of the study is to measure urban and rural teenager's attitude towards television advertisements separately and to find out significant differences.

HYPOTHESIS

Bearing in mind the nature of the study following Null hypotheses were formulated.

H₀₁: There is no significant impact of television advertisements on teenagers.

H₀₂: There is no significant difference in attitude of urban and rural teenagers towards television advertisements.

RESEARCH METHODOLOGY

In this research both qualitative and quantitative research methods are used for getting insight into social or human problem because our main focus and attention is on teenagers and to produce hard facts and statistics. Basically this research involves explanatory research design which takes in to consideration descriptive as well as exploratory data. Before actually developing tools many discussions were carried with the experts in target field. The existing relevant literature was explored to get help in the formation of various statements. The statement is based on existing state of media, present family scenario market forces targeting teenagers.

To know teenager's social behavior and their television habits informal interviews with parents and experts are also held to know the fair image. The scale is designed to fill the gap in between past studies and present scenario. The attempt is made to provide complete and consistent results on teenager's exposure on television advertisements. This study is based on multi stage stratified cluster sampling. After determining the clusters simple random sampling method is used to select villages out of the selected cluster of blocks. Udham Singh Nagar, a district of Uttarakhand state in northern India is the locale of the study. The cities finally selected were Kashipur, Rudrapur and Khatima.

Two schools from urban area and two schools from rural area in each city are selected. There are 6 urban and 6 rural schools in total are selected for the study. The sample in the study is restricted to 240 teenagers that consisted of 120 urban and 120 rural teenagers keeping in mind the research objective. Primary data of this research has been collected on the basis of pretested questionnaire through personal interview method. Questionnaire containing 22 attitude measuring statements and teenagers were asked to indicate the extent to which they agree to the statements on five point likert scale where "Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2 and Strongly Disagree = 1". Mean Procedure and Standard Deviation are used to measure degree of acceptance. T – Test was used to find out significant differences in mean scores of urban and rural teenagers and in order to see the association between two – way classification of teenagers Chi – Square Test was applied. Significance level is taken $p < 0.05$ and $p < 0.01$. All the statistical calculations are done on IBM SPSS v20.

RESULTS AND DISCUSSION

Cronbach's Alpha as a measure of internal consistency and a reliability coefficient which shows how well items in a particular set are positively correlated to one another, is found 0.710. An alpha above 0.70 is acceptable to be reliable.

TABLE 1: COMPARATIVE UNIVARIATE ANALYSIS ON PARAMETERS MEASURING URBAN AND RURAL TEENAGER'S ATTITUDE TOWARDS TELEVISION ADVERTISING

Sr. No	Statements	Mean & SD		T Value	Test P Value	Chi Square	P Value
		Urban	Rural				
1	TV ads are valuable source of information	3.66 ± 1.220	3.88 ± 1.220	1.376	0.170 ^{NS}	3.954	0.412 ^{NS}
2	I find TV ads are quite amusing & entertaining	2.97 ± 1.170	3.29 ± 1.226	2.047	0.042*	5.480	0.241 ^{NS}
3	I get irritated when TV ads are there in mid of program	4.18 ± 0.953	4.11 ± 0.942	-0.613	0.540 ^{NS}	1.393	0.707 ^{NS}
4	TV ads present true features of the product advertised	2.71 ± 1.111	2.89 ± 1.067	1.304	0.194 ^{NS}	5.052	0.282 ^{NS}
5	Sometimes I find TV ads are more enjoyable as compared to the other media content	2.65 ± 1.255	2.48 ± 1.145	-1.075	0.283 ^{NS}	3.628	0.459 ^{NS}
6	I do not believe TV ads tell me everything	3.83 ± 1.140	3.69 ± 1.194	-0.940	0.348 ^{NS}	5.595	0.232 ^{NS}
7	I would like to purchase the brands advertised on TV	2.97 ± 1.381	2.96 ± 1.368	-0.094	0.925 ^{NS}	1.879	0.758 ^{NS}
8	TV ads add humor in my life	2.25 ± 0.919	2.48 ± 0.979	1.904	0.058 ^{NS}	4.118	0.249 ^{NS}
9	TV ads provide information about new products launched in market	4.25 ± 0.946	4.22 ± 0.963	-0.270	0.787 ^{NS}	0.819	0.936 ^{NS}
10	I think TV ads are misleading as they only show good things	3.57 ± 1.221	3.50 ± 1.230	-0.421	0.674 ^{NS}	2.765	0.598 ^{NS}
11	Sometimes I take pleasure in what I heard or saw in TV ads	3.78 ± 1.022	3.65 ± 1.010	-1.017	0.310 ^{NS}	5.369	0.251 ^{NS}
12	TV ads informs me about latest fashion trends	4.07 ± 0.862	3.87 ± 0.879	-1.855	0.065 ^{NS}	5.518	0.238 ^{NS}
13	TV ads show me life what I would like to live	2.46 ± 1.122	3.39 ± 1.162	6.331	0.000***	38.003	0.000***
14	TV ads show me the product that suits my personality	2.83 ± 1.048	2.40 ± 1.064	-3.178	0.002**	12.162	0.016*
15	I like punch lines in TV ads	4.33 ± 0.665	4.34 ± 0.628	0.100	0.921 ^{NS}	0.651	0.722 ^{NS}
16	TV ads persuade me to buy unaffordable things to show off	2.69 ± 1.143	2.45 ± 1.052	-1.704	0.090 ^{NS}	5.841	0.211 ^{NS}
17	I often ask my parents to buy what I saw in commercial	3.15 ± 1.345	2.79 ± 1.215	-2.165	0.031*	9.922	0.042*
18	I think TV ads create lust in me to buy things	3.03 ± 1.263	2.68 ± 1.189	-2.263	0.025*	6.687	0.153**
19	I consider TV ads as bad things	2.56 ± 1.249	2.57 ± 1.333	0.050	0.960 ^{NS}	1.662	0.798 ^{NS}
20	When TV ads are there I usually change the channel	3.52 ± 1.372	3.50 ± 1.360	-0.095	0.925 ^{NS}	2.319	0.677 ^{NS}
21	I think TV ads make me fool as they show the world of fantasy	3.40 ± 1.312	3.49 ± 1.303	0.543	0.588 ^{NS}	3.206	0.524 ^{NS}
22	TV ads persuade me to like the product	3.07 ± 1.413	2.98 ± 1.378	-0.463	0.644 ^{NS}	1.447	0.836 ^{NS}

NS = Not Significant, * = p<0.05, ** = p<0.01, *** = p = 0.000.

Table 1 shows mean values given by urban and rural teenagers to the statements with their standard deviation. It also depicts significant differences in mean scores through T – Test and P Values. Significant apparent relationship in between urban and rural teenagers is tested with Chi – Square and its P Value. Statements having mean scores above 3 indicates agreement and below 3 indicates disagreement.

STATEMENTS

1. TV ads are found valuable source of information for rural teenagers more as compared to urban teenagers.
2. Rural teenagers agree that TV ads are amusing and entertaining but on the other hand urban teenagers are found disagree with this.
3. Urban teenagers are found more irritated when TV ads are there in mid of the program as compared to rural teenagers.
4. Teenagers of both domiciles are disagree that TV ads present true features of the product advertised. Urban teenagers are found more disagree on this.
5. In a same way teenagers of both domiciles disagree that sometimes TV ads are more enjoyable as compared to other media contents.
6. Teenagers of both domiciles agree that TV ads do not tell them everything regarding products. Urban teenagers agree more on this.
7. Teenagers of both the domiciles disagree that they are going to purchase those brands for sure just because they are advertised on TV. Rural teenagers are little bit more disagree on this.
8. Again both urban and rural teenagers are disagreeing that TV ads add humor in their life. Urban teenagers are found more disagree on this.
9. Both urban and rural teenagers are found highly agree that TV ads provide information of new products launched in the market. Acceptance of urban teenagers is high.
10. Urban and rural both teenagers agree that TV ads are misleading because they show only good things.
11. Both urban and rural teenagers are little agreeing that sometimes they take pleasure from advertising contents.
12. Teenagers agree that they get latest information on fashion trends from TV ads. Urban teenagers are more agree on this.
13. Rural teenagers agree that TV ads show life what they would like to live but urban teenagers are totally disagree on this.
14. Both urban and rural teenagers disagree that products advertised on TV suits their personality or their budget. Rural teenagers are found more disagree on this.
15. Both urban and rural teenagers equally agree that they like punch lines in TV ads.
16. Teenagers of both domiciles disagree that TV ads force them to purchase advertised products just to show off.
17. Urban teenagers are little bit agree that they ask their parents to purchase advertised products often but rural teenagers are found disagree on this.
18. TV ads create lust to buy advertised products. On this urban teenager are near to neutral but rural teenagers are disagreeing on this.
19. Both urban and rural teenagers are found disagree that TV ads are bad things. They take TV ads as a good and primary source of product information.
20. Both urban and rural teenagers agree that when TV ads are there in mid of the program they usually change the channel.
21. Teenagers of both domicile agree that TV ads try to make them fool by showing imaginary and fantasy world.
22. Urban and rural teenagers are found near to neutral that TV Ads persuade them to like the product.

Only for statement 13, 14, 17 and 18 Null Hypothesis gets rejected and significant differences are found in degrees of agreement or disagreement otherwise for all other statements urban and rural teenagers have almost same degree of acceptance with slightly different mean scores.

CONCLUSION

It is found in present study that urban and rural teenagers have almost same attitudes towards television advertisements. They take TV ads as a good source of product information but they deny that TV ads are capable of forcing, persuading or influencing them to purchase advertised products. Impact of TV advertisements varies in different product categories. Impact is high for personal consumable items and durable items, moderate for electronic items and automobiles and low for financial products. Younger teenagers having age from 13 to 15 get influenced easily but teenagers of age of 19 do not get influenced easily and they take their peer group as their effective source of information.

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THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE

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ABSTRACT

This paper aimed to examine the effect of HRM practices towards employee performance this surveys, organizes, and critically discusses the literature on the role of Human resource practices for explaining innovation outcomes. We specifically put an emphasis on what is often called "new" or "modern" HRM impacts practices that imply high levels of delegation of decisions, extensive lateral and vertical communication channels, and the use of reward systems. We discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation while drawing attention to the notion of complementarities between practices. Moreover, we discuss various possible moderators and mediators of the HRM/innovation link, such as the type of knowledge involved (tacit/codified), knowledge sharing, social capital, and network effects. We argue despite substantial progress made in the pertinent literature that the precise causal mechanisms underlying the HRM/innovation links remain poorly understood. Against this backdrop we suggest avenues for future research.

KEYWORDS

HRM practices, employee performance complementarities, delegation, knowledge strategic human resource management (SHRM), performance.

1. INTRODUCTION

Human capital is a key, and by all accounts increasingly important, part of the resource-base of firms. Human resources have been called the "key ingredient to organizational success and failure" (Baron and Kreps, 1999), including success and failure in company innovation performance. It is important to understand why and how human capital encourages innovation, and what deployment of human resource management (HRM) practices inside the firm can produce desired levels of innovation performance. Individual employees, founders, or executives may *directly* give rise to superior innovation performance (Felin and Hesterly, 2007), as in the cases of "innovative genius" (Glynn, 1996) and "stars" (Lacetera, Cockburn & Henderson, 2004) among. Such human capital is substantially above-normal in innovative capacity, whether this is innate (personified, perhaps, by Bill Gates or Steve Jobs) or acquired through training efforts. University researchers that create entrepreneurial start-ups exemplify the direct link between human capital and innovation performance. Superior innovation performance may also be the result of the "capabilities" stemming from the interactions within a firm's human capital pool (Lepak and Snell, 2002). The organizational set-up of the firm, notably its human resource management practices, also matter to the contribution of human capital to innovation performance, and it is this effect that we mainly address in this chapter. Thus, management deploys training arrangements, makes decisions on reward structures, sets up teams, allocates decision-rights and so on, and these arrangements have implications for the contribution of human capital to innovation. The influence of these practices may be modelled both in terms of mediator (human capital mediates the influence from HR practices to innovation performance) and moderator (practices weaken or reinforce).

Extant research suggests multiple mechanisms through which such HRM practices influence the relationships between human capital and innovation. Employee communication networks, as partly shaped by organizational structure, may influence innovation (Tsai, 2001). Motivational research demonstrates that the kind of creative behaviours that underlie successful innovation is stimulated by some kind of rewards but reduced by others (Ryan and Deci, 2000). Managerial styles, the use of feedback, the setting of goals, the use of teams and projects, have all been argued to influence creativity and innovative behaviours. Organizational practices related to the sourcing, deployment, and upgrading of human capital have been identified in various literatures as influencing innovation performance at the level of firms (Henderson and Cockburn, 1994; Galunic and Rjordan, 1998), networks and industries (Kogut, 2000), and regional or national innovation performance (Almeida and Kogut, 1999; Furman et al., 2002). These practices are important constituent components of "innovation" or "dynamic capabilities" (Teece, 2007). A significant part of such practices are those organizational practices that relate to the attraction, selection, training, assessment, and rewarding of employees. They also include organizational practices that may not conventionally be seen as HRM, such as quality circles, extensive delegation of decision rights, management information systems, and formal and informal communication practices in the firm (see Chapter by Phillips). In this chapter we survey, organize, and discuss the literature on the role of organizational practices for explaining innovation outcomes. We discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation outcomes (cf. Ennenand Richter, 2010). Relatedly, we discuss various possible mediators of the HRM/innovation link, such as knowledge sharing, social capital and network effects. We argue that the causal mechanisms underlying the HRM/innovation links are still ill-understood, calling for further research.

2. UNDERSTANDING HRM**THE MEANING**

The purpose of this study is to dig deeper into the idea of HRM, how it positions over personnel management and its importance in the current scenario. In this "Think and communicate" era, the role of HRM has changed with the advent of tools like LinkedIn, Facebook and Twitter leave aside the influence of globalisation, technology, change in demography and human values. For many years, academicians and practitioners have been involved in a debate which aims at demonstrating the way by which human capital resources are managed is crucial to organization performance. Recent studies indicate that HRM practices influence HRM outcomes like turnover, stress and burnout etc. which in turn influences organization performance indicators like reputation, sales per employee, sales growth, return on investments etc.

Human Resources Management is a set of practices that businesses use to ensure that they have an effective workforce in place to meet operational needs. Successful organizations are those which value, develop and nurture their human capital to achieve their organizational goals and objectives. Human Resource Management Practices is a term used by many organizations which describes the combination of traditionally administrative personnel functions with performance, employee relations and resource planning. The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner.

3. THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT

The human resource management function has consistently faced a battle in justifying its position in organizations. At good times when there are enough budgets, firms easily justify expenditures on training, staffing, rewards and employee involvement systems, but when faced with financial difficulties, such HR systems get the earliest cutbacks. The advent of the subfield of strategic human resource management (SHRM), devoted to exploring HR's role in supporting business strategy, provided one opportunity for demonstrating its value to the firm. The birth of the field of strategic human resource management can be dated back to 1984, when Devanna, Fombrun and Tichy extensively explored the link between business strategy and human resources. HRM discipline has witnessed a great deal of change over the past 25 years. These changes represent two major transformations. The first is the transformation from being the field of personnel management to being the field of human resource management. The second is the transformation from being the field of human resource management to being the field of strategic human resource management. The first transformation incorporated helped the recognition that people are an important asset in organizations and can be managed systematically. The second transformation has built on the preceding knowledge base of the discipline. This transformation is based upon the recognition that, in addition to coordinating human resource policies and practices with each other, they need to be linked with the needs of the organization. Given that these needs are reflected in the strategies of the firm, this transformation of "human resource management" came to be known as "strategic human resource management". Strategic human resource management is based upon the recognition that organizations can be more effective if their human resources are managed with human resource policies and practices that deliver the right number of people with the appropriate behaviours, the needed competencies and the necessary level of motivation to the organization. To put it another way, strategic human resource management is "the creation of linkage or integration between the overall strategic aims of business and the human resource strategy and implementation. In principle, the processes and people within the company are managed in such a way as to foster the aims of the business strategy and create an integrated approach to managing the various human resource functions, such as selection, training and reward so that they complement each other". Strategic human resource management may bring a number of benefits to the organization:

- ✓ Contributing to the goal accomplishment and the survival of the company,
- ✓ Supporting and successfully implementing business strategies of the company,
- ✓ Creating and maintaining a competitive advantage for the company,
- ✓ Improving the responsiveness and innovation potential of the company,
- ✓ Increasing the number of feasible strategic options available to the company,
- ✓ Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management,
- ✓ Improving cooperation between the HRM department and line managers. SHRM's spreading popularity owes much to the promise of greater organizational effectiveness achievable, through the development of internally consistent bundles of human resource strategies which are properly linked to business strategies.

Researchers in the field of SHRM have increasingly relied on the resource-based view of the firm to explain the role of human resource practices in firm performance. Resource based view of strategy is that the strategic capability of a firm depends on its resource capability, Especially its distinctive resources. Indeed, theoretical research on SHRM has suggested that systems of HR practices may lead to higher firm performance and be sources of sustained competitive advantage because these systems of practices are often unique, causally ambiguous, and difficult to imitate. HR practices can enhance firm performance when

they are internally aligned with one another to manage employees in a manner that leads to competitive advantage. HR practices can create value for a firm when the individual practices are aligned to develop critical resources or competencies.

4. HOW SHRM IMPACTS ON ORGANIZATIONAL PERFORMANCE

Many organizations face a volatile market situation. In order to create and sustain competitive advantage in this type of environment, organizations must continually improve their business performance. Increasingly, organizations are recognising the potential of their human resources as a source of sustained competitive advantage. Linked to this, more and more organisations are relying on measurement approaches, such as workforce scorecards, in order to gain insight into how the human resources in their organisation add value. The increasing interest in measurement is further stimulated by a growing number of studies that show a positive relationship between human resource management and organizational performance. The relationship between HRM and firm performance has been a hotly debated topic over the last two decades, with the great bulk of the primary scientific research coming from the USA and, to a lesser extent, the United Kingdom. Both organizations and academics are striving to prove that HRM has a positive impact on bottom line productivity. The assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them. If, therefore, an appropriate range of HR policies and processes is developed and implemented effectively, then HR will make a substantial impact on firm performance. Much of the research over the last two decades has attempted to answer two basic questions: 'Do HR practices make a positive impact on organizational performance?'; 'If so, how is the impact achieved?' The second question is the more important one. It is not enough to justify HRM by proving that it is a good thing. What counts is what can be done to ensure that it is a good thing. Guest et al. modelled the relationship between HRM and performance as shown in Figure 1. Although there are various stakeholders in an organization, the chief strategic goal of any business is higher financial performance or maximization of wealth for the shareholders. Financial performance of an organization depends to a large extent on effective operational performance. The operational performance of an organization is a function of people, process and technology. For effective interaction of people with technology and process, the people in the organization have to be competent enough, with the required knowledge, skill and abilities. Competence of the individual is an important factor that decides operational effectiveness in terms of providing quality products and services within a short time. HRM practices such as selection, training, work environment and performance appraisal may enhance the competence of employees for higher performance.

4.1 APPROACHES OF STRATEGIC HUMAN RESOURCE MANAGEMENT

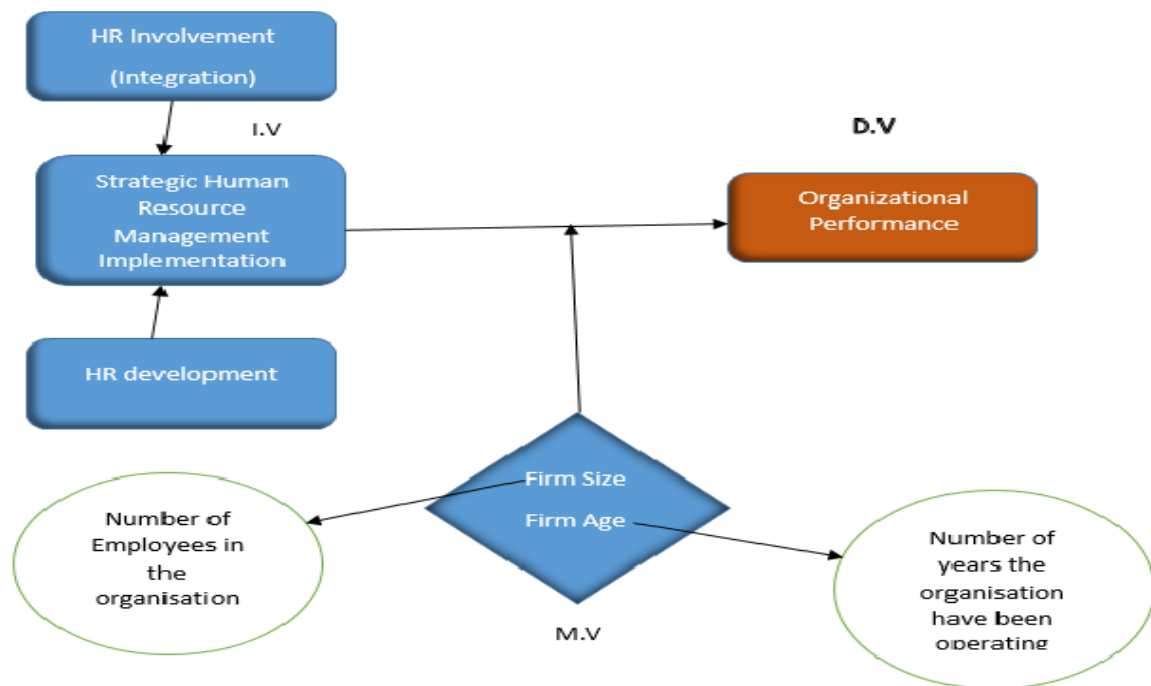
There are five approaches to Strategic human resource management. These include resource based strategy, achieving strategic fit, high-performance management, high commitment management and high involvement management.

THE RESOURCE-BASED APPROACH: the resource-based view is influential theoretical approach in the discussion on Strategic human resource management. In the resource-based, the importance is to attain sustainable competitive advantage through effective utilisation of the resources of an organisation (Wright et al., 2001). Main objective of resource-based human resource strategy, as is to develop strategic capability to achieve strategic fit between resources and opportunities and obtaining added value from the effective use of resources (Barney, 1991). A resource-based approach deals with methods to enhance the firm's strategic capability by the development of managers and other employees who can tactically plan and who understand the major strategic issues. The resource-based approach is developed on the principle that competitive advantage is obtained if a firm can achieve and develop human resources that allow it to learn quicker and apply its learning more successfully than its competitors (Hamel and Prahalad, 1989). Kamoche (1996) proposes that 'In the resource-based view, the firm is seen as a bundle of tangible and intangible resources and capabilities required for product/market competition.' According to human capital theory, resource-based theory stresses that investment in people adds to their value in the firm. The strategic goal will enable firm to 'create firms which are more intelligent and flexible than their competitors by hiring and developing more capable employees and by extending their skills (Boxall, 1996). Ulrich (1998) observed that Knowledge has become a direct competitive advantage for companies selling ideas and relationships. The challenge to organizations is to make sure that they have the potential to find, incorporate, balance and maintain the brilliant staff.

Grant (1991) presented reasonable statement to use resource-based strategy. When the external environment is in a state of instability, the firm's own resources and capabilities may be a much more stable basis on which it has to define its identity. Therefore, a definition of a business in terms of what it is capable of doing may offer a more durable basis for strategy than a definition based upon the needs (which the business seeks to satisfy). Talented employees such as their better performance, productivity, flexibility, innovation, and the ability to deliver high levels of personal customer service, are ways in which employees can contribute

to develop an organization's competitive position. Delery and Shaw (2001) stated that the choice of the resource-based view offers numerous benefits to investigators researcher in exploring the strategic nature of human resource management. There theorists also gripped in criticisms of the approach, chiefly that the resource-based view does not meet the standards for a true theoretical viewpoint and contains several tautological elements (Priem and Butler, 2001).

FIG. 1



4.2 RESOURCE BASED APPROACH TO STRATEGIC ANALYSIS

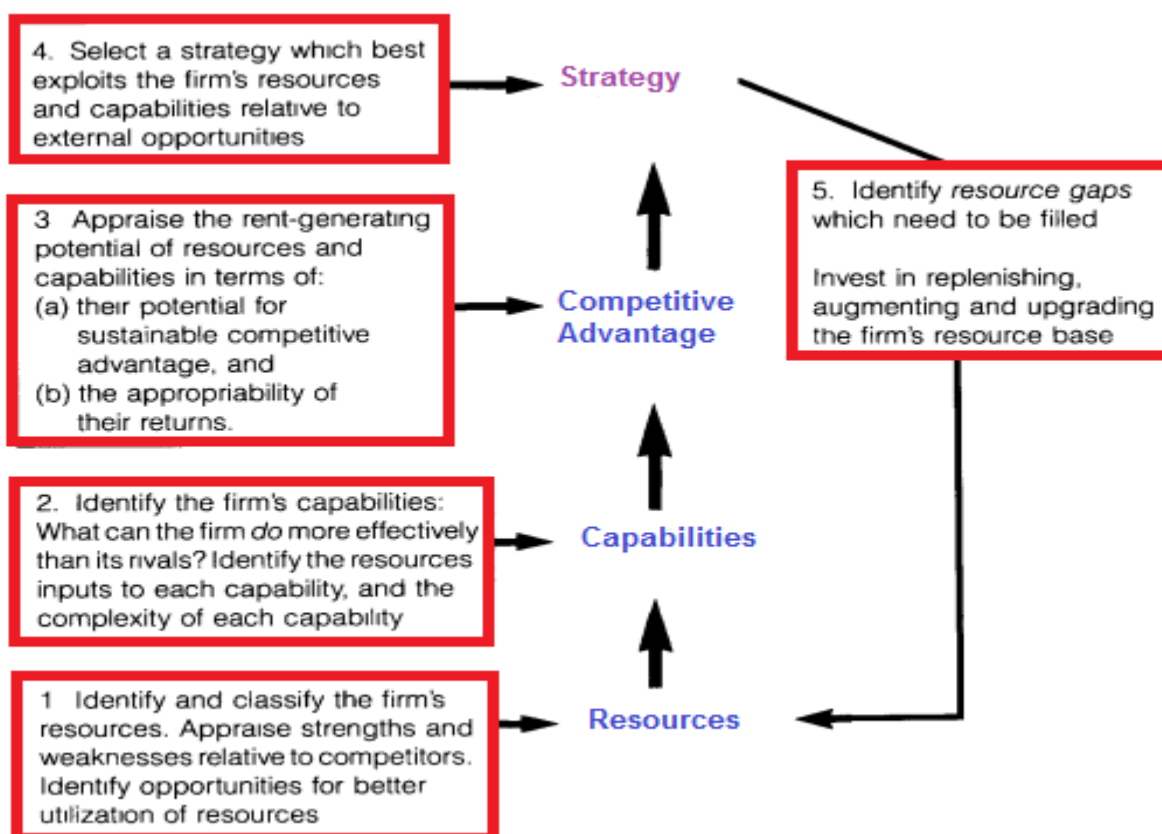
STRATEGIC FIT: The human resource strategy must be aligned to the business strategy (vertical fit). Vertical integration is essential for comparison between business and human resource strategy so that the latter supports the achievement of the former and, indeed, helps to define it. Horizontal integration with other aspects of the human resource strategy is required so that its different elements fit collectively. The main intent is to accomplish a consistent approach to managing people in which the various practices are jointly helpful. Strategic fit suggests that if firms want to maximize its competitive advantage, it must match with its internal sources and skill with opportunities available in external environment. Experts, categorized five types of fit such as best fit approach, fit as contingency, best practice approach, fit gestalt and fit bundle

HIGH-PERFORMANCE MANAGEMENT: The objective of High-performance management is to make an impact on the performance of the firm through its people in the arena of productivity, quality, and levels of customer service, growth, profits, and finally the delivery of increased shareholder value. High-performance management practices include accurate recruitment and selection procedures, wide-ranging and appropriate training and management development activities, incentive pay systems and performance management processes.

HIGH-INVOLVEMENT MANAGEMENT: This practice involves treating workers as collaborators in the enterprise whose interests are valued and who can put their views on matters that concern them. It is concerned with communication and participation. The goal is to produce a climate in which a continuing conversation between managers and the members of their teams takes place in order to describe expectations and share information on the organization's mission, values and objectives. This establishes common understanding of what is to be achieved and an agenda for managing and developing people to guarantee that it will be achieved.

LIMITATIONS: The theory of strategic HRM is based on the principle that the development of strategy is a logical and linear process. This designates that the overall HR strategy flows from the business strategy and creates specific HR strategies in major fields. The process happen by reference to systematic reviews of the internal and external environment of the organization, which recognize the business, organizational and HR issues that need to be dealt with. But strategic HRM in real scenario does not usually take the form of a formal, well-articulated and linear process that flows logically from the business strategy as described by Mintzberg (1987). Mello (2001) presented eight barriers to successful strategic human resource management. The first one is the short-term orientation of firms. As most of the HR interventions or practices have long-term implications, short-term oriented actions can obstruct effective human resource management. The second barrier is the incapability of the human resource managers to think tactically. Their inadequate general management training or inability to influence colleagues in other departments is visualized as barricade to SHRM.

FIG. 2



The third hindrance of SHRM is lack of admiration for HRM as a function. The fourth barrier is lack of teamwork from the line managers and their untrustworthiness in handling HR function in their respective departments. The fifth reason that hinders HR functioning is the increasing focus on the quantifying results. The feeling of risk in investing heavily on human resources is major and sixth reason that can obstruct the development of the workers for complementing organisational performance. The seventh barrier that can slow down strategic linkage is the incapacity of the HR practices to change according to the business requirements. The final cause would be the disincentives related to changes associated with SHRM. Implementation of SHRM may involve radical changes in the work practices and other HR processes and hence may affect majority of employees. Bringing about change is a complex process and people who have faced negative consequences of an unproductive effort to change may hamper the change processes of the future.

Despite of barriers, strategic human resource management is significant for organization's success as it is concerned with the following factors:

1. Analyse the opportunities and threats existing in the external environment.
2. Devise strategies that will match the organisation's (internal) strengths and weaknesses with environmental (external) threats and opportunities.
3. Execute the strategies so formulated.
4. Assess and control activities to ensure that organisation's objectives are duly achieved.

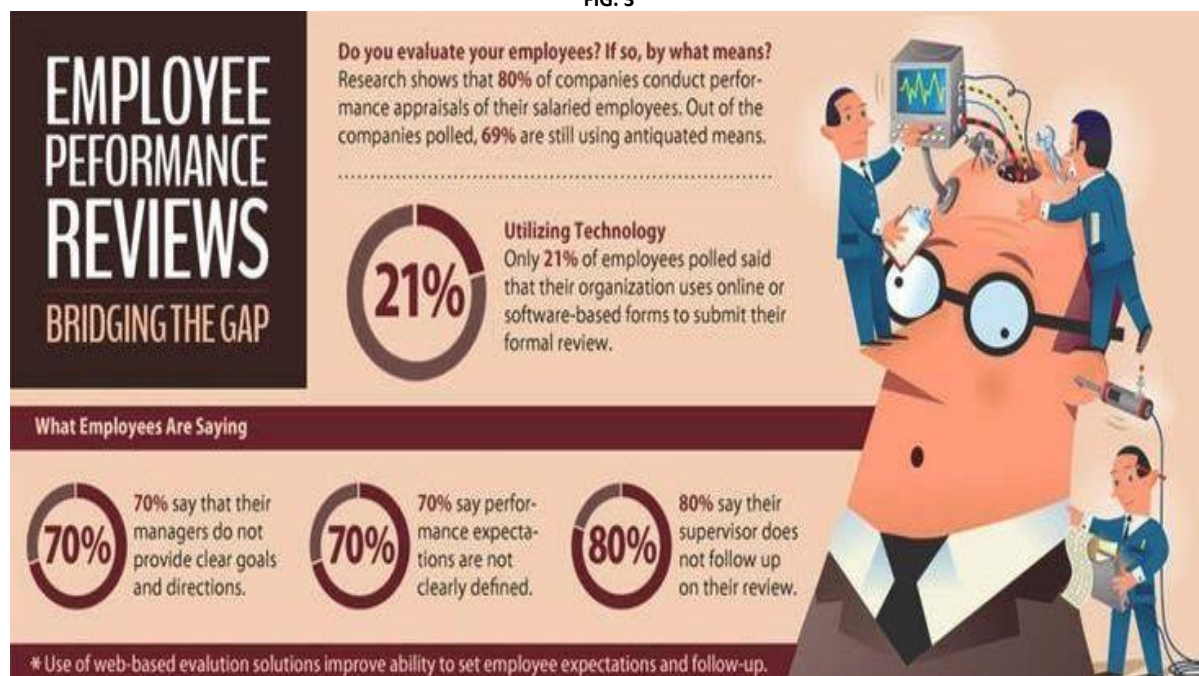
Strategic management presents financial and non-financial advantages to firms which practices it. Organizations who adopt SHRM can compete in tough business environment because it permits identification, prioritisation and exploitation of opportunities, provides an objective view of management issues, reveals a structure for improved co-ordination and control of activities, reduces the effects of unfavourable conditions and changes, enables major decisions to better support established objectives, Allows more effectual allocation of time and resources to identified opportunities, facilitates fewer resources and lesser time to be devoted to correcting erroneous or adhoc decisions, develops a framework for internal communication among personnel, assists to incorporate the behaviours of individuals into a total effort, gives a basis for the explanation of individual responsibilities, Gives support to forward thinking, Provides a co-operative, integrated and passionate approach to resolve problems and opportunities, promotes a positive attitude towards change and provides a degree of discipline and formality to the management of a business.

To summarize, Strategic human resource management is vital procedure to create human resource strategies, which are incorporated vertically with the business scheme and horizontally with one another. It is an effective process of recognizing and executing organization's mission by harmonizing its abilities with demands of its environment. It relates human resource management with strategic goals in order to improve business output and develop culture to promote innovation and flexibility.

5. THE RESULT OF THE APPRAISAL IS COMMUNICATED AND DISCUSSED WITH THE EMPLOYEES

The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. Performance appraisal feedback by managers should be in such way helpful to correct mistakes done by the employees and help them to motivate for better performance but not to demotivate. Performance feedback task should be handled very carefully as it may lead to emotional outburst if it is not handling properly. Sometimes employees should be prepared before giving them feedback as it may be received positively or negatively depending upon the nature and attitude of employees.

FIG. 3



A research conducted by TJinsite, underlined that in an effective organisation, assignments and projects are monitored continually. According to 46% of surveyed organisations, ongoing monitoring - periodic reviews and managerial feedback - provides the opportunity to check how well employees are meeting pre-determined standards and to make changes in unrealistic.

CONCLUSION

This study is designed to investigate the impact of Human Resource Management practices on the performance of the employees. To find out the performance determinants research model of HRM practices was used. There are many HR practices like recruitment and selection, training, performance appraisal, career path, compensation, job definition. Only three practices (recruitment and selection, training, performance appraisal) were taken to understand the impact on the performance of the employees. These factors were taken because of their utmost requirement of any textile mills of the industry. This is the interesting study proving the importance of those practices which highly affects the performance of the employees. This study will provide an insight in the textile sector that what makes an employee to perform better.

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MANAGING HOSPITALITY WORKFORCE – VICIOUSLY WORRISOME FOR HUMAN CAPITAL SPECIALISTS IN VARIOUS RESORTS OF UTTARAKHAND

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ABSTRACT

Human Capital Specialists play a pivotal role in organisational performance by contributing significantly in the form hiring right, accurate and effective training, regular development, harmonious industrial relations and fair-cum-justified compensation design along with maintaining proliferative culture in an organisation. However, restrained resources and obliviousness of management tends to create ruckus in the organisation. Management seeks to acquire profits and is more task-oriented rather than people-oriented. This trend is vicious and leads to reduced commitment and efficiency of employees which in turn is detrimental for the concerned organisation. People, in general, look forward to joining hotels merely for job and fail to analyse the obtainability of long-term career in the industry. In other words, both management and employees/potential human capital are unable to conjoin and end-up working with a short-term approach with the objective of self-interests only. It is the need of the HR professionals to adopt a collaborative approach to establish a permanent relationship between the management and employees, which can certainly result higher outputs with organizational citizenship in employees.

KEYWORDS

human capital, industrial relations, proliferative culture, organizational citizenship.

INTRODUCTION

Indian Hospitality Industry has witnessed an exponential growth in recent years particularly for the Common Wealth Games held in 2010. The credit for the exemplary success goes not merely to the entrepreneurs, but the employees (workforce) as well. However, after 2010, it is challenging for the hotels and resorts to survive the competition. The very first idea that clicks with the top management is cost-cutting which has a direct influence on the existing employees and also, the employability of classified hotels in our country. As per Mr. Walia (President-FHRAI), there is a need for around 1,80,000 rooms in India to cater to the guests with respect to its tourism infrastructure.

In India, as per 2014 records, the apex National Council for Hotel Management and Catering Technology (Min. of Tourism, Govt. of India) alone has 21 central institutes, 16 state institutes and 14 private institutes affiliated with it with a capacity of 7,482 students in all for fresh-entrants. In fact, there are many more such institutions being run across the country with the approval of All India Council of Technical Education (Min. of HRD, Govt. of India), affiliated to their respective State Technical Universities. All of these institutes/colleges in totality, create a pool of thousands of fresh graduates / diploma-holders. Under such circumstances, the problem pops-up with the Human Resources Management teams designated specifically to cater to the needs of the industry in terms of providing qualified and skilled manpower. Moreover, the remuneration and other statutory provisions cannot be compromised on in lieu of the monetary control being kept by the top management of hotels and resorts. This becomes truly challenging for the concerned HR functionaries. Such challenges cannot be over-looked and need to be dealt with competently.

This paper highlights the general problems and their feasible solutions for creating and maintaining growth-oriented harmonious organizational climate in Hospitality establishments in India.

REVIEW OF LITERATURE

Joyce Gioia, CEO, Employer of Choice, Inc. states that there are five major challenges in hospitality industry which are: Hiring Right, Bonding during the On-boarding Process, Engaging your long-tenured employees, Retention of valued employees and Succession planning and future proofing which must be done appropriately for improved performance and better outcomes.

R. Aishwarya and Ganesh, M. P. (2013), through their research emphasized on the importance of recognition of Indian hoteliers for their job at their workplace. Also, personal accomplishments give a thrust in employees towards further job involvement and minimizes the possibilities of quitting from their respective jobs.

Bharwani, Sonia and Butt, Neetu (2012), change management and intervention, effective training and development techniques, suitable engagement and motivational initiatives can bring out the best from the employees.

Mandal, Pulak and Gaurav, Vishal (2012), through their research on Attrition and Dissatisfaction among employees in Indian Hotels, they iterated on its main reasons being long working hours and low Career progression.

According to Yang, Hui-O and Cherry, Nita (2008), there are three major challenges in the hospitality industry across the globe: Service Quality, Training and Development, and Recruitment and Selection. Top-level managers do accept these as challenges but are still focussed towards operational rather than strategic solutions. Although, HR has a key role to play in sustainable development, but management prioritizes operational areas of the industry more as compared to employee development.

Nagar, Natwar (2009) emphasizes on the impact of Compensation and easy loans, Leadership and Role-models, New Talent building, effective general management to maintain balance in the hopes and the despairs of employees (hoteliers).

Macey and Schnieder (2008) developed a framework for understanding the elements of employee framework. They bifurcated the framework into trait engagement (proactive personality, trait positive affect and conscientiousness), state engagement (satisfaction, involvement, commitment and empowerment), and behavioural engagement (organisational citizenship, personal initiative, role expansion and adaptation) of employees.

Lawrence Nurse and Dwayne Devonish (2007), found through their research that the organisational procedures and their implementation led to positive perception towards workplace justice by employees.

Mark A. Huselid (1995), found that efficient HR practices have an economically and statistically significant impact on both intermediate employee outcomes (turnover and productivity) and short- and long-term measures of corporate financial performance.

Uco J. Wiersma (1992), found that intrinsic and extrinsic rewards are additive towards employee motivation at workplace.

OBJECTIVES OF STUDY

1. To highlight the problems which Human Capital Specialists are facing in Resort properties of Uttarakhand (The problems which are very prominent in resorts of Uttarakhand state of India since its inception)
2. To focus on the measures for overcoming the aforesaid problems (In this competitive environment, overcoming the problems to avoid brain drain and ensure harmonious performance-driven approach of employees)

RESEARCH METHODOLOGY

This is a research which encapsulates recently occurring problems in Indian Hotels in context of Manpower Management.

1. Research Type: Exploratory Research
2. Sample Unit: Managerial staff in Resort Properties
3. Sample Area: Uttarakhand (India)
4. Sample Size: 18
5. Sampling Technique: Convenience-cum-Judgement Sampling
6. Data Collection Method: Questionnaire
7. Data Collection: Primary through Questionnaire and Secondary through Online sources and textual material (books and journals)
8. Data Analysis and Interpretation: Through graphical representations and past reviews

DATA COLLECTION

A total of 18 resort properties were contacted. One employee each (of managerial cadre) from the HR/Admin. department of concerned properties responded to the questionnaire and their details are as per following:

Gender	Male	13
	Female	5

Education-level	Graduate	6
	Post-graduate	12

Age-group (in years)	25-30	1
	30-35	4
	35-40	7
	40-45	6

Income-group (in Thousand Rupees)	30-40	8
	40-50	6
	50-60	4

FINDINGS AND ANALYSES

TABLE 1

Factors / Rating	Very Poor (1)	Poor (2)	Average (3)	Good (4)	Very Good (5)
Necessary Quantity of Recruitments	0	0	1	12	5
Essential Qualifications	0	2	11	4	1
Desired Experience of Recruits	0	4	6	6	2
Response from other departments about employees	0	0	5	8	5
Discipline among Employees	0	0	4	9	5
Sound relations among different departments	0	0	6	9	3
Employee Participation in Training	0	4	3	7	4
Response to policy/norms changed	0	0	4	10	4
Attendance of employees at times at workplace	0	3	5	6	4
Authenticity of Superior during performance appraisal of subordinates	0	0	4	9	5
Attrition rate annually	0	3	9	5	1

However, the respondents also mentioned additional information in the open-ended question asked in the questionnaire. Therefore, on account of the above data and individual statements asserted by respondents in the open-ended questions, following information was revealed:

1. **Unawareness about the Industry:** The students opting Hospitality programmes are unaware about the actual scenario prevalent in Indian Hotels/Resorts. This leads to creation of fantasies about the discipline and without analysing the repercussions, individuals select the Hotel Management courses.
2. **Unprepared Mind-set and Over-expectations:** Students need to have a bent of mind towards Service rendering and further, they should NOT have misconceptions about sudden growth in hospitality industry, since the industry is purely based on performance and guest satisfaction.
3. **Instability in Employment:** The fickle-minded approach of employees in greed of more salary and position in less number of years causes instability in their career. Consequently, they are unable to reap long-term benefits of being a hotelier and tend to switch-over jobs very frequently.
4. **Superior-subordinate Conflicts:** Service-industry is a 24-hour realm. Hospitality being typically customer/guest-oriented experiences a lot of work-load leading to unfathomable friction between senior employees and junior staff/novices. For HR professionals, it becomes very challenging keeping in mind the never-ending need of front-line employees and the egos of managerial staff.
5. **Attrition Issue:** The biggest challenge, viciously worrisome, retention of employees, since every year increments may not be admirable, internal problems and rising competition makes attrition rate go high, which becomes very difficult with the HR to reduce.

SUGGESTIONS

1. **POSITIVE OUTLOOK AND GAP ABRIDGEMENT:** According to Chuang et al. (2007) *Hospitality graduates who have clear and more realistic expectations are more likely to join and have a longer tenure in the industry.* At the start, student's take-up hotel management courses without any prior guidance and are unaware of the existing scenario. Soon after the industrial training, their dreams are apparently shattered and they start venturing for alternatives to stay away from hotels/resorts. It is important for institutional management and faculty-members to provide adequate guidance and clear picture about the reality. In addition, co-relating academics with industry along with iteration on the techniques and practices which are followed as per the industry standards to avoid disastrous mix-ups are inevitably important. This can be taken forward positively via Industry-Academia interface, where industry professionals interact with students and keep them abreast with the latest in the industry. Students do feel motivated by the exchange of words.

2. **CLEARLY DEFINED RECRUITMENT AND SELECTION:** As per Kevin Johnson (Demand Media), *employing right person for a business reduces turnover if conducted effectively. These processes match the right person with the right job.* Industry demands NOT sedentary but a laborious work at the initial (front-line) level. Simply acquiring good scores in hospitality degree/diploma programmes cannot serve the motive. It becomes important for HR to identify the needs, conduct job analysis and design specifications in commensuration with the description pertaining to various profiles. Since skills cannot be measured with the academic scores, HR has to ensure right kind of persons for right kind of profiles in order to avoid mal-adjustments. Once the selection has been made, challenges increase manifold.
3. **WELL-DESIGNED CAREER PATH AND SUCCESSION PLANNING:** As per Walsh and Taylor (2007), *after having acquired adequate education, individuals cannot be retained unless they are provided developmental opportunities.* With the objective of retaining employees for a long-term association, employees should be kept in confidence and updated with regard to their upward movement on the career-ladder. It holds significant for all cadres of employees including the managerial personnel for justified promotions and transfers.
4. **BEHAVIOURAL ISSUES AND GRIEVANCES REDRESSING:** As per an article published online, it has been iterated that *employees should feel positive about their identity and there should be strong and healthy relations among employees. Indiscipline must be corrected via appropriate means of reinforcement.* In Indian Hotels, not all trained people apply the concepts of Organisational Behaviour. When the house-count and service-burden is high, the prevailing mechanistic culture becomes agonising. It is often seen that subordinates are pressurized and mal-handled by the superiors which in turn generates an unhealthy environment and the subordinates are flabbergasted and begin to think on escaping or leaving the workplace. Repercussions are resignations and absconding cases. At times, if not controlled, these may end-up into major infractions and even serious disputes. Hence, the HR has to create a balance and manage all levels prudently and appropriately to prevent such frictions.
5. **EMPLOYEE ENGAGEMENT:** As per Maxwell (2010), *Generation Y needs a challenging job to be engaged for their further achievements and healthy utilization of their energies via proper channelling.* Another challenge which cannot be compensated by any other means is the Organisational Politics which takes a ferocious form when the players are free to exercise their will due to the lack of HR intervention. Competition takes a negative turn under the influence of undesirable elements in the organisation when they are not being checked. This results in forming of Lobby, inter-group and inter-departmental conflicts, favouritism, linguistic chauvinism, stone-walling, glass ceiling, glass cliff etc. Therefore, to maintain ethical standards and the sanctity of workplace, employees must be kept engaged in other tasks like social campaigning, cultural contest, sport tournaments etc. for which the top management must agree with irrespective of some extra investments, if needed for the good of all.
6. **PERFORMANCE APPRAISAL AND REWARD SYSTEM:** As per Amanda (2009), *there must be a formal appraisal system being adopted for all cadres of employees with quantifiable parameters; good enough make employees aware of their performance and also to maintain transparency and avoid discrepancies.* Transparency and justified system for evaluation of employees' performance builds a mutual trust between the employees and the management. The integrity can be sustained if the employees find the system unbiased, transparent and free from unnecessary interferences. The methods and tools of performance appraisal must be common for employees of same/different levels, be it associate, supervisory, executive and/or managerial. Accordingly, the rewards (intrinsic and extrinsic) should be administered as an encouragement to the deserving employees.
7. **FURTHER GROWTH, DEVELOPMENTAL OPPORTUNITIES AND RETENTION:** According to Kim et al. (2010), *entrants should be given specialized training specific areas of hospitality like Club Management, Event Management, Casino Management etc. which would allow them to develop expertise in their choice of work.* HR can contribute by arranging guest lectures, tie-ups with educational institutions for up gradation of qualifications, accreditations and professional certification programmes in different areas of expertise. This would further lead to incorporation of job satisfaction, whole-hearted involvement and organisational citizenship among the employees so that they can look forward for a long-term career in the concerned organisation.

CONCLUSION

These are the few observed challenges which are vicious in nature and must be accomplished not as a target, but from sustainable development point-of-view. When employees are satisfied, following are the outcomes which prove to be a boon for both organisational management and employees:

8. Improved Efficiency and Effectiveness of employees.
9. Reduced Absenteeism and Attrition rate in the concerned hotels.
10. Integrity, Cooperation and Focussed approach of employees and management on each other.
11. Stabilized workforce with initiative and innovation to achieve delightful repercussions.
12. Ethical Behaviour and Improved Quality of Life of employees.
13. Total Quality Management (continuous improvement) and Customer Satisfaction; and
14. Organisational Citizenship – employees' feelings about organisation as one family.

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LEADER SETS OFF THE CULTURE

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ABSTRACT

To forge mutual benefit while running a business or organization generally depends on the interface between a leader and his followers. Most of us believe that leader is a major stake holder in the creation of organizational culture. In reality, the influence of followers on leader is also a considerable point. So, the interaction between a leader and follower will create an environment which has its impact on the overall functioning of the organization. Leaders exhibit various leadership styles to influence followers. In turn followers also demonstrate follower styles which influence the leadership style. The good fit between leadership style and follower style will make the organization more effective. The present paper evaluates the conceptual phenomenon that how mutual influence of leader and follower creates an organizational culture.

KEYWORDS

leadership and culture.

INTRODUCTION

Leadership is the process of influencing others towards accomplishment of goals. A manager's leadership behavior is what makes the difference between effective and ineffective organizations. No organization is so well designed and managed that it can describe clearly what everyone must do on every occasion. All organizations rely and are clearly dependent on non-routine behavior of which only human beings are capable. No organization can be effective if it relies only on minimal levels of performance. Effectiveness results from tapping the potential of human beings in a useful way. Terry points out that "Leadership triggers a person's will to-do and transforms lukewarm desires for achievements into burning passion for successful accomplishment".

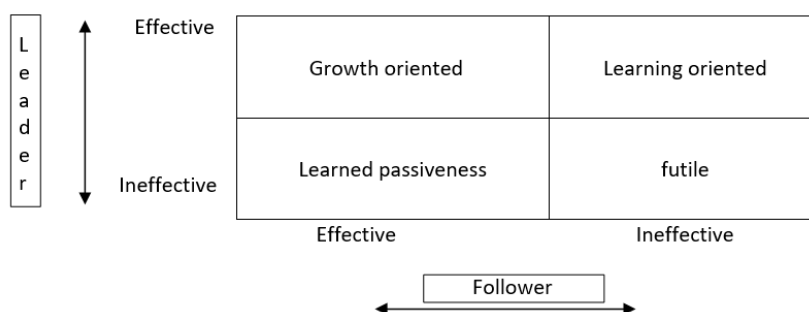
To be successful, a firm's culture must be appropriate and supportive of the firm. The culture must invariably have certain values that can help the firm adapt to environmental changes. A value is something that has worth and importance to an individual. As such values help shape human behavior. Parents, friends, teachers, superiors and other reference group members can influence the individual values.

Organizational culture is set of values, norms and beliefs shared by members of an organization. Every member of the organization is a stake holder of organizational culture. The mere presence of a person can have influence on the culture. The influence of top level executives and department heads is relatively large on formation of culture at the department level and eventually at organizational level. As a system of shared values, the corporate culture reflects a climate within which people value the same things and apply these to benefit the organization as a whole.

Leadership involves the exercise of influence on the part of the leader over the perception, motivation, communication, personality and eventually over the behavior of the people, called followers. Leadership is, therefore, the study of leader's influence on the thoughts, feelings, opinions and beliefs of the followers. The definition on leadership indicates that the leader influences the follower. However, it is viewed that the followers also influence leaders. Infact, leader and follower influence each other. The effectiveness of the leadership depends on their ability to influence each other. The present paper explores the outcomes of various leader-follower situations, there by the culture that results out of the leader- follower mutual influence. It can be found that there could be four kinds of situations exist at workplace.

The leader may be effective or ineffective and so follower.

FIG. 1



EFFECTIVE LEADER: Effective leader is one who is active, energetic and enthusiastic at work place. He works with vision and lead people towards the common objective. He always attempts to change the basic belief system of people. He also embraces the professional values.

INEFFECTIVE LEADER: An ineffective leader is one who maintains the status quo or even go down from the present state. They fail to produce the desired change. For reasons, that include missing traits, weak skills or he/she may be wrongly placed. As long as his survival is not at stake he never take risk. Risk aversion is his/her natural tendency. Dislikes any initiation and implicitly discourage subordinates in taking risks. They always worry to have an effective and energetic follower.

EFFECTIVE FOLLOWER: Effective follower is one who is achievement and growth oriented and thinks always to grow along with the organization. He believes that career growth is essential for survival in the corporate world. He expects guidance and mentoring from his boss.

INEFFECTIVE FOLLOWER: Ineffective followers are those who are inadequate or they don't demonstrate necessary skills and traits at the workplace and struggle for survival. They never think of growth, unless it is demanded for their survival. Very passive in nature and dislike aggressive leadership style.

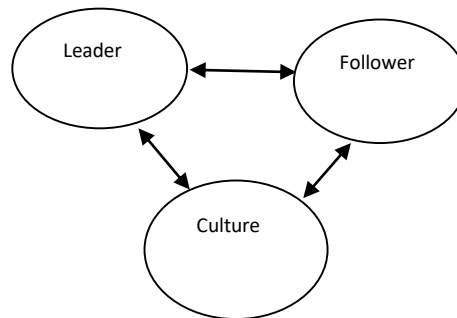
GROWTH ORIENTED CULTURE: This culture results when effective leader leading effective followers. This culture makes people active and rewards achievement. Even a passive new entrant learns to be active in this culture. Creating this kind of culture at the department level or organizational level is desirable for a growth oriented organization. This is an appropriate condition for initiation of new projects and diversifies the business. Growth strategies will be fostered in this culture. It is essential to analyze the existing culture and ensure growth oriented culture while initiating a new project. Here people are always ready to take up new responsibilities, share their ideas, will try to execute activities and promote the good will of the organization in a new perspective. The person who is a novice and is a ready learner will transform him/herself into a good and productive employee within a very short period of time.

LEARNING ORIENTED CULTURE: Effective leaders value performance or learn to perform at the workplace. Though the follower are not capable enough or doesn't demonstrate their capabilities, leader can direct them towards the common goal. With the strong leadership skills learning will take place willingly or unwillingly. Most of the times the followers learn and perform unwillingly. When followers realize their learning would help them to achieve few goals in their career they would appreciate the leader. An effective leader can transform his followers to create miracles. He is able to generate enthusiasm and interest to do potential activities and encourage people to share their ideas. This type of behavior leads to pursue or take up some unusual responsibilities which is mutually beneficial.

LEARNED HELPLESSNESS: Communication, Courage and decisiveness are the most important qualities to be possessed by a leader. An ineffective leader cannot take firm decisions and cannot direct or lead his followers towards growth trajectory. He will draw his own precepts and curb himself in a safest zone from which no other person can bring him out. Major problem arises only when his followers are worthy and efficient. An effective follower who is good at his area of work can suffer due to lack of proper encouragement and motivation. He cannot perform any activity which ensures the enhancement of the reputation of the organization. Within a very short time the creativity and enthusiasm of the followers will be shattered and they get depressed due to lack of work satisfaction.

FUTILE CULTURE: Gathering likeminded people at one place will work effective and produce best results. But, if they are lethargic and lazy the output cannot be handled and the whole organization will suffer. A leader with lazy mind will encourage and promote people who involves in gossiping, freaking, sleeping and other unusual activities. One cannot ensure what is happening in the organization and the result will be a night mare to the stake holders.

FIG. 2



CONCLUSION

Though culture is influenced by leader and follower, it is leader's responsibility to transform a passive environment which down falls the organization, into an active and enthusiastic environment which generates quality output. The leaders should be ready to take decisions which will motivate employees for the benefit of the organization. In growth and learning oriented organizations the role of a leader is appreciable. However, in learned passiveness culture, leader is ineffective for several reasons such as lack of skills or coward. Here, the leader must learn at least to allow his followers to do their best to the growth of the organization as they are effective. Out of his poor qualities the leader should not become a hurdle to the development.

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TRAINING OF YOUTH FOOTBALL PROJECTS AND ITS CONTRIBUTION TO THE MAIN CLUB REFERS TO KEMBATA TEMBARO ZONE TOWNS PARTICIPANT CLUBS

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ABSTRACT

This study was conducted with ultimate objective of exploring the training of youth football project and its contribution to the main clubs refers to Kembata Tembaro zone town's participant clubs. Three sample youth (junior-B) projects were selected, from five town participant clubs, Thus, the subjects in the study were 75 players, 3 coaches, and 3 administrative officials. In this study descriptive survey method was used. The data gathered through interview and observation was analyzed through descriptive statements. The major findings indicate that failure of coaches to manage and follow players throughout the training session, inappropriate or wrong methods of warm-up and cool-down by players, affect the training program of youth football projects and its contribution to the main clubs.

KEYWORDS

youth football project, warm-up, cool-down.

INTRODUCTION

Football is the world's most popular form of sport being played in every nation without expectation. Sport has become a popular pastime among the people. Above all, interest in football has been growing in the country over the years. The rapidly increasing popularity of football has also need a demand of excellent performance. Football is essentially a simple game based on intelligent interposing. For youth project player's skills, techniques and good movement are most easily grasped in a simple form. However, the program of youth football training should be capable of producing players who are beneficial to the main clubs. This can be achieved through a well-organized and structured youth football development program.

Training of youth football program is the base and the main source for a club and the future elite players will be equipped with the fundamental and basic components as technical, tactical, physical and psychological demands of the modern football. Therefore, highly organized and well-structured youth football training program is very important. Clubs to be a good competent and successful at national and international level, it is mandatory to train and cultivate youth players from early age with such a continual and consecutive program. Since the demands of the main club in the modern football cannot be addressed with only a well-structured program of youth football, the systematic control and assessment of the program in relation to its contribution to the main club is very important. In relation to this Hedstrom and Gould (2004:9) states that, "The youth sport coach can have a dramatic influence on young athlete's development and enjoyment of sport." The researchers were interested to fill the gap and conduct this research to exploring the training program of youth football project and its contribution to the main clubs refers to Kembata Tembaro zone town's participant clubs in Ethiopia.

OBJECTIVES OF THE STUDY

Youth football development program is the most important time in which players acquire different skills and knowledge that facilitates the development of player's performance which can raise the status of the main clubs. When clubs improve their status depending on the supply of their youth projects this also has a direct impact on the development of national league competitions standard. The objectives of the study were:

1. To assess and evaluate the training of youth football projects.
2. To assess the availability of equipment's and facilities of youth football training projects.
3. To provide possible suggestions to improve the current situation.

REVIEW OF RELATED LITERATURE

BASIC PRINCIPLES OF FOOTBALL TRAINING

Kacany (1987:33) defines training as a complex, long and conscious educational process, with the aim of making use of specific means, to contribute to the achievement of maximum sports performance by a player on the basis of balanced development of his/her personality and further explains training as a systematic process of repetitive, progressive exercise and acclimatization. For this purpose, the principles of training help ensure that sensible, realistic and safe training programs are developed. Therefore, the principles of specificity, overload, progression, variance, and principles of long-term training are the basic principles of training specific to football/soccer. The details of each principle are discussed as follows:

- **Principles of Specificity:** every activity requires a specific mix of fitness components and the training should reflect the contribution made by each component. However, before attempt any specific training it is mandatory to develop a general level of fitness. Here, three main factors must be considered:
The individual: training should be specific to the individual. It is important to assess the initial stage of fitness so that the workload can be accurately estimated.
The activity: first identify the mix of fitness components required and then identify the major joints and muscles that are used or more active.
The energy systems: identify the energy systems used during the activity and their overall contribution to total energy expenditure.
- **Principles of Overload:** this principle indicates that whole point of training is to improve level of fitness, but the level of fitness will have improved only if the body is overloaded. In other words, the body should work harder than normal by increasing the amount of work to be performed. This can be applied through increasing the number of times of the training, increasing the intensity of the activity and Increasing the duration of each individual session.
- **Principles of Progression:** regarding this principle, the body will improve only if it put under stress, but the principle of progression underlines the fact that the amount of overload attempted should be progressively made more difficult. The workload should be increased only once some adaptations have occurred, so it is important to monitor the players or trainee's performance closely so that the coach does not put too much stress on the players too.
- **Principles of Variance:** variety is the spice of life! Doing the same thing week after week becomes monotonous and boring. The principle of variance suggests that a training program should include a variety of training methods. This will help to maintain interest and motivation, and makes sure that the loads of training are varied.
- **Principles of Long-term Training:** footballers experience long-term training effects by overloading regularly and progressively their body systems. Gradual improvements in physiological parameters contribute to enhanced performances. This principle reminds coaches to be patient as they monitor the progress of the footballers and cares them against pushing youngsters too hard, too fast and too soon (Wondimu and Damen, 2004).

METHODOLOGY**SELECTION OF THE PARTICIPANTS**

In this study 75 (60%) of players of 3 (junior-B) projects three/3/ coaches of them and 3/three/ administrative staffs were included. The selection of 3 (junior-B) youth projects was conducted by using simple random sampling techniques. Three town participant clubs (Shinshicho Durame and Damboya) at kembata Tembaro zone youth (junior-B) projects were included in the sample area of the study.

INSTRUMENTS

In order to collect the necessary data, the researcher used observation, unstructured questionnaire and interview. A multi-method approach implemented to maintain the validity of the study and to acquire information from different sources.

PROCEDURES OF DATA COLLECTION

After designing the research instruments the research was identifying the sample size of the participants. Then, observation of the training session took the first step in data collection. Secondly, date and time of contact were determined and questionnaires were distributed to selected team players and their coaches.

METHODS OF DATA ANALYSIS

Participants were given the opportunity to clarify any of the responses. They were also asked whether they had any comment, questions or concerns about the interviews. To ensure that participants responses and ideas have been fairly represented are accurate and complete. The results of data collected through questionnaire, interview and observation were interpreted by using percentage, count and descriptive statements.

RESULTS**APPLICATION OF WARM-UP EXERCISE**

Warming-up is part of the training session, which is practiced at the beginning of the training. This phase of the training session has both physiological and psychological benefits by gently raising the pulse rate to increase the cardiac output and rate of ventilation is dominated by male coaches. Therefore, application of warm up exercise is presented below in the table.

TABLE 1: RESPONSES ON APPLICATION OF WARM-UP EXERCISE

No	Activities	Alternatives	Players	
			No. of respondents	%
1	Did you always warm-up your body before the training session?	1. Yes	75	100
		2. No	-	-
2	If your answer for question number 1 is yes, for how many minutes?	1. 10-15 minutes	12	16
		2. 16-20 minutes	43	57.3
		3. 21-25 minutes	20	26.7

As indicated in table 1. Application of warm-up or limbering-up exercise, 75(100%) of players were responded that they warm-up their body before the performance phase or the main session. With regard to the duration (time) of warm-up phase, 12(16%), 43(57.3%) and 20(26.7%) of players were responded 10-15 minutes, 16-20 minutes and 21-25 minutes respectively.

In addition, data from open-ended questions shows awareness difference or gap among players about warm-up. From observation in the training area, coaches do not lead and follow the warm-up phase. As a result, players were not warm-up properly merely they stretch without proper jogging and rushing to the balls concerning the age of coaches. However, John, Michael and Helen (2000:224) suggest that warm-up should start with jogging to gently raise the pulse rate. And this is followed by stretching by giving particular attention to joints and muscles that will be most active. Therefore, coaches should follow and guide while player's warm-up and create awareness about the advantage of proper warm-up or limbering-up exercise.

APPLICATION OF COOLING-DOWN EXERCISE

Cool-down exercise is the third phase of the training session. This exercise has been done at the end of the training session because it helps to prevent players from blood pooling and muscle damage. In this phase players are relaxed both physically and mentally from the stress of the main session. Thus, the application of cool-down is presented below in the table.

TABLE 2: RESPONSES ON APPLICATION OF COOLING-DOWN EXERCISE

No	Activities Item	Alternatives	Players	
			No. of Respondents	%
1	Did you always cool-down your body after the end of the training session?	1. Yes	75	100
		2. No		
2	If your answer for question number 3 is yes for how many minutes?	1. 1-5 minutes	23	30.7
		2. 6-10 minutes	42	58
		3. 11-15 minutes	10	13.3

Regarding the application of cooling-down exercise after the end of performance phase or main session, 75 (100%) of players cool-down their body. However, with regarded to the duration of cool-down phase 23(30.7%) 42(58%) and 10(13.3%) Of the players were responded 1-5 minutes 5-10 minutes and 10-15 minutes respectively. This indicated that player was directly stretching their body without any simple jogging. This implies that their muscle does not turn to its normal temperature slowly. As a result, a sudden drop in muscle temperature could cause damage players muscle.

SUMMARY AND CONCLUSION

The study has indicated that the training session going with the problem of lack of appropriate warming-up at the beginning and cooling-down at the end. Thus, the training session such as in technical-tactical application and relevant skill development with various training create negative effect on the success of the training.

RECOMMENDATIONS

Based on the conclusions derived from the findings of the data analyzed, the following recommendations were made as possible ways of curbing the problems observed.

- As findings indicated there is a problem in the application of warming-up before the beginning of the main session and cooling-down exercise at the end of the training session. Therefore, it recommended that, first coaches should create awareness on their players about the advantage of warming-up exercise and cooling-down exercise as well as its duration and procedure. Second, starting from the beginning of the training session up to the end coaches should follow and lead players.

- It was founded that the contribution of majority youth (junior-B) projects as a source of players for the main clubs was low. Therefore, to increase the contribution of youth (junior-B) projects as a source of players, top management officials and the clubs should create suitable environment for players such as living in the camps nearer to the training area or building football academies. In addition to these, all concerned bodies should exert unreserved effort to create suitable training environment.

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FACTORS AFFECTING THE BUYING BEHAVIOR AND BUYING PREFERENCES FOR RESIDENTIAL HOUSES IN BANGALORE CITY

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ABSTRACT

The present study helps researcher to put the theoretical concepts into practice this project helps the various campaigns to know how few "Factors affecting the buying behavior and buying preferences for residential houses in Bangalore city. The study is also to have an insight about usage of e-strategies which will help the organization to assess the business opportunities in different segments, which in turn will help in knowing to what extent it needs to promote its business so that it can strategically position itself to the customers' needs. It covers the review of literature, concepts on research methodology and design, Classification and tabulation of data, Analysis and interpretation of data, findings, suggestions and conclusion.

KEYWORDS

real estate, housing, augment reality, promotional campaign.

INTRODUCTION

The Indian real estate sector is one of the fastest growing and globally recognized sectors. It comprises four sub sectors-housing, retail, hospitality, and commercial. The real estate industry's growth is linked to developments in the retail, hospitality and entertainment (hotels, resorts, cinema theatres) industries, economic services (hospitals, schools) and information technology (IT)-enabled services (like call centers) and the like. The total realty market in the country is expected to touch US\$ 180 billion by 2020. India ranks third for the most LEED (Leadership in Energy and Environmental Design)-certified space globally, with nearly 12 million sq m. The LEED system is the most widely used rating system guiding the design, construction, operations and maintenance of green buildings. Private Equity (PE) funding has picked up in the last one year due to attractive valuations and low level of bank funding to the sector. Delhi NCR alone has already attracted PE investments of Rs 80 crores in first quarter of 2014. Moreover, with the government trying to introduce developer and buyer friendly policies.

LITERATURE REVIEW

REAL ESTATE SCENARIO IN INDIA

The size of the Indian real estate market is estimated at USD 12 billion and it is currently growing at rate of about 30% annually. Real estate lending by banks has increased by 3.78 times in the last two years, forming 18% of the total bank credit. Strong and improved economic growth, proactive policy initiatives like relaxation of FDI in construction and availability of finance (institutional and retail) has driven the demand for real estate across all sectors - Commercial, Residential, Retail and Hospitality. Also, there is an increased focus towards development of Special Economic Zones (SEZ) in India

PRESENT SCENARIO IN INDIA

- The real estate sector is one of the most globally recognised sectors. In India, real estate is the second largest employer after agriculture and is slated to grow at 30 per cent over the next decade.
- The real estate sector comprises four sub sectors - housing, retail, hospitality, and commercial. The growth of this sector is well complemented by the growth of the corporate environment and the demand for office space as well as urban and semi-urban accommodations.
- The construction industry ranks third among the 14 major sectors in terms of direct, indirect and induced effects in all sectors of the economy.
- It is also expected that this sector will incur more non-resident Indian (NRI) investments in both the short term and the long term. Bengaluru is expected to be the most favoured property investment destination for NRIs, followed by Ahmedabad, Pune, Chennai, Goa, Delhi and Dehradun

MARKET SIZE

- The Indian real estate market is expected to touch US\$ 180 billion by 2020. The housing sector alone contributes 5-6 per cent to the country's Gross Domestic Product (GDP).
- In the period FY 2008-2020, the market size of this sector is expected to increase at a Compound Annual Growth Rate (CAGR) of 11.2 per cent. Retail, hospitality and commercial real estate are also growing significantly, providing the much-needed infrastructure for India's growing needs.
- Private Equity (PE) investments by domestic and international investors in the Indian realty market declined 30 per cent year-on-year to US\$ 2.5 billion across 48 deals during January-September 2016.
- Over April-June 2016, India's office space absorption grew 46 per cent year-on-year to over 10.2 million sq. ft., primarily led by Delhi National Capital Region (NCR) and Bangalore, which accounted for almost 50 per cent of the total space take-up. On the supply front, over 7 million sq. ft. of fresh office space was added during April-June 2016, led by Hyderabad and Mumbai, accounting for more than 65 per cent of the total supply of fresh office space across leading cities during the quarter.
- Mumbai is the best city in India for commercial real estate investment, with returns of 12-19 per cent likely in the next five years, followed by Bengaluru and Delhi-National Capital Region (NCR). Sectors such as IT and ITes, retail, consulting and e-commerce have registered high demand for office space in recent times.

STATEMENT OF THE PROBLEM

Customers have the wide choice to select the best suitable individual houses for them because of the intense competition and additional supply in the market. Therefore, it is important for the real estate marketers to understand the behavior of prospective buyers and to identify the influencing factors, which affect the choice of customers. The study is also to have an insight about organization to assess the business opportunities in different segments, which in turn will help in knowing to what extent it needs to promote its business so that it can strategically position itself to the customers' needs. Therefore, in this background the present study aims to identify the key factors affecting the decision of customers effectively enhancing customer experience, A Study on "Factors affecting the buying behavior and preferences for residential houses in Bangalore city Bangalore city, has been chosen

OBJECTIVES OF THE STUDY

1. To Study what makes customer delighted for building relationships with clients.
2. To find out Buyer Preferences with reference to buying houses
3. To analyze and identify the consumers opinion about Promotional strategies.

RESEARCH METHODOLOGY

1. **Research Study-** Descriptive research design
2. **Sampling Unit:** customers who visits residential site will be selected as target respondents to carry out the survey.(Bangaloru city)
3. **Sample Technique:** Convenience (Non-Probability)
4. **Sampling Size:** 100
5. **Research Instrument:** Structured Questionnaire includes multi choice answers to be chosen by the respondents.

SOURCES OF DATA

- **Primary Data:** Primary data will be collected using structured questionnaire. Data is collected from 200 respondents from Bangalore city. A personal interview method will be adopted with the help of a questionnaire.
- **Secondary Data:** Secondary information will be gathered from different sources. The secondary data will be collected from many sources such as news paper articles, journals, magazines, reference books & Internet.

Tools and Techniques of Data Collection: Research Instrument and tools used are questionnaire for collecting primary data and MS-Excel to analysis the data.

LIMITATIONS OF THE STUDY

- The study was done for short period because of time constraint.
- It was assumed that all response given by respondents are true and unbiased
- Some respondent refused to participate the survey and that affected the study
- By busy schedule of the respondents it is difficult to extract more information from them.
- The study topic is too vast to make a complete study.
- Respondents sometimes refuse to give information.
- Respondents may not give clear cut data.

ANALYSIS**1. DISTRIBUTION OF RESPONDENT IN ACCORDING TO THEIR AGE****TABLE 1**

Particulars	Respondents	Percentage
20-30	128	64
30-40	42	21
40-50	20	10
50 above	10	5
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: From the above table and chart, it clearly shows that the majority of the respondents i.e., 64% belongs to the age group of 20 to 30, 21% belonging to the age group of 30 to 40, 10% belonging to the age group of 40 to 50, 5% belonging to the age group of above 51 and. The majority of the respondents are from 20 to 30 years age group.

2. DISTRIBUTIONS OF RESPONDENTS ACCORDING TO GENDER**TABLE 2**

Particular	Respondent	Percentage
Male	170	85%
Female	30	15%
Total	200	100

Source: Survey data (Primary)

Interpretation: The above Table depicts that the majority of the respondents are belongs to the male group which is 85%, whereas only 15% are of female group. They all are the customers of MRKR constructions.

3. DISTRIBUTION OF RESPONDENTS IN ACCORDING TO QUALIFICATION**TABLE 3**

Particulars	Respondents	Percentage
Post-graduation	63	31.5
Degree	70	35
SSLC	35	17.5
PUC	32	16
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: The above chart shows the qualification of the respondents which is 31.5% of respondents are post graduates, 35% of respondents are graduates, 16% of respondents are PUC holders where as 17.5% of respondents are SSLC qualified. which shows that most of the respondents are highly qualified.

4. DISTRIBUTION OF RESPONDENTS IN ACCORDING TO THEIR OCCUPATION**TABLE 4**

Particulars	Respondents	Percentage
Business	37	18.5
Private employee	104	52
Government employee	30	15
Professional	29	14.5
Total	200	100

Source: Survey data (Primary)

Interpretation - The above table shows that the majority of respondents are private employees which are 52%, rest belongs to business class which is 18.5%, government's employees 15% and remaining are professionals which is 14.5%.

5. DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR INCOME

TABLE 5

Particulars	Respondents	Percentage
10000-15000	26	13
15000-20000	39	19.5
20000-25000	93	46.5
25000-above	42	21
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: The above graph gives us the information about the income of the respondents in which majority of the respondents belongs to the income group of 20000 to 25000 rupees which is 46.5%, whereas the 13% respondents belongs to 10000 to 15000 rupees, 19.5% respondents of 15000 to 20000 rupees and 21% of respondents belongs to the 25000 and above rupees' group

6. RESPONDENTS AREA OF RESIDENCE

TABLE 6

Particulars	Respondents	Percentage
Bengaluru	170	85
Out of Bengaluru	30	15
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: The above chart gives us information above the area of residence of the respondents who are majority belongs to the Bengaluru itself which is 84.5%, whereas the remaining respondents are from out of Bengaluru which is 15.5%

BUYER'S PREFERENCE WITH REFERENCE TO BUYING HOUSES

1. RESPONDENTS PREFERENCE FOR HOME

TABLE 7

Particulars	respondents	percentage
1 BHK	57	28.5
2 BHK	83	41.5
3 BHK	41	20.5
VILLAS	19	9.5
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: The above graph reveals the preference of respondents in which very minimal respondents prefer to buy villas which is 9.5%, whereas the majority of respondents

2. FACTORS INFLUENCING WHILE PURCHASING FLATS

TABLE 8

Factors	Ranking										WMS	Rank
	1	2	3	4	5	6	7	8	9	10		
Good management and maintenance	-	-	-	-	-	-	7×32	8×49	9×58	10×61	8.89	3
							=224	=392	=522	=610		
Low monthly rent	-	-	-	-	-	-	7×19	8×37	9×83	10×61	8.93	2
							=133	=296	=747	=610		
Proximity towards public transportation	-	-	-	-	-	6×12	7×71	8×21	9×29	10×67	8.34	5
						=72	=497	=168	=261	=670		
Proposed metro connectivity	-	-	-	-	5×12=	6×12	7×69	8×69	9×20	10×21	7.78	7
					60	=72	=483	=552	=180	=210		
Nearby Access to amenities	-	-	-	-		6×42	7×69	8×30	9×23	10×36	7.71	9
						=252	=483	=240	=207	=360		
Modern living options at affordable prices	-	-	-	-	5×13=	6×13	7×25	8×63	9×39	10×30	7.36	10
					65	=78	=175	=504	=351	=300		
Competitive pricing	-	-	-	-		6×21	7×43	8×27	9×52	10×57	8.45	4
						=126	=301	=216	=468	=570		
Good community facilities	-	-	-	-	5×8=4	6×33	7×25	8×75	9×19	10×40	7.92	6
					0	=198	=175	=600	=171	=400		
Appearance of interior and exterior	-	-	-	-	-	6×13	7×47	8×32	9×69	10×69	9.67	1
						=78	=329	=256	=621	=690		
Good neighborhood	-	-	-	4×13	5×11	6×13	7×11	8×48	9×22	10×65	7.74	8
				=52	=55	=78	=77	=384	=198	=650		

Source: Survey data (Primary)

Interpretation: From the above table it is evident that, the factors influencing purchase of flats Appearance of interior and exterior is the 1st rank given by the respondent. Low monthly rent is the 2nd highest factor. Good management and maintenance is 3rd highest rank given by the respondent. Competitive pricing is 4th rank. Proximity towards public transportation is rated as 5th highest rank Good community facilities are rated as 6th rank. Proposed metro connectivity nearby is the 7th rank. Proposed metro connectivity nearby as given 8th rank. Access to amenities is 9th factor and last factor which influence flat purchasing. From the above graph it is evident that, the factors influencing purchase of flats Appearance of interior and exterior is the 1st rank given by the respondent. Low monthly rent is the 2nd highest factor which influences purchase of flats.

3. RESPONDENTS PREFERENCE ABOUT PRICE FOR BEST HOME TO THEIR FAMILY

TABLE 9

Particulars	respondents	percentage
Rs 30lacs to 40lacs	73	36.5
Rs 40lacs to 50lacs	64	32
Rs 50lacs to 60lacs	30	15
Rs 60lacs and above	33	16.5
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: From the above graph we come to know that 36.5% of respondents are preferring a home at a price of 30 lakhs to 40 lakhs, 32% of respondents 40 to 50 lakhs, 15% of respondents 50 to 60 lakhs, and rest of the 16.5% respondents are 60 lakhs and above from the above analysis we can say that majority of the respondents are preferring price between 30 to 40 lakhs

4. RESPONDENT OPINION ON NECESSARY FACILITIES

TABLE 10

Facilities						Ranking						WMS	Rank	
	1	2	3	4	5	6	7	8	9	10				
Swimming pool	-	-	-	-	-	-	7×53	8×43	9×59	10×4	8.48	2		
							=371	=344	=531	5				
										=540				
park	-	-	-	-	-	6×13	7×43	8×59	9×30	10×5	8.35	4		
						=78	=301	=472	=270	5				
										=550				
Gym center	-	-	-	-	5×10	6×14	7×64	8×23	9×45	10×4	8.05	7		
					=50	=84	=448	=184	=405	4				
										=440				
Play ground	-	-	-	-	-	6×17	7×29	8×73	9×26	10×5	8.86	1		
						=102	=203	=584	=234	5				
										=550				
	-	-	-	4×9=	5×20	6×17	7×32	8×83	9×19	10×2	7.51	9		
Indore games				36	=100	=102	=224	=664	=171	0				
										=200				
			3×1	4×11	5×21	6×39	7×27	8×20	9×50	10×2	7.16	10		
Spa			=0	=44	=105	=234	=189	=160	=450	2				
										=220				
	-	-	-	4×8=	5×11	6×24	7×18	8×32	9×38	10×6	8.22	5		
Super markets				32	=55	=144	=126	=256	=342	9				
										=690				
	-	-	-	4×9=	5×13	6×21	7×32	8×28	9×31	10×6	8.07	6		
Laundry facilities				36	=65	=126	=224	=224	=279	6				
										=660				
Food facilities	-	-	-	4×16	5×19	6×20	7×14	8×28	9×33	10×7	7.64	8		
				=64	=95	=120	=98	=224	=297	=700				
Dedicated power and wifi system	-	-	-	-	-	6×24	7×22	8×36	9×52	10×6	8.42	3		
						=144	=154	=288	=468	3				
										=630				

Source: Survey data (Primary)

Interpretation: From the above table it is evident that, the facilities are necessities Play ground is the 1st rank given by the respondent. Swimming pool is the 2nd highest facilities. Dedicated power and wifi system is 3rd highest rank given by the respondent. Park is 4th rank. Super markets are rated as 5th highest rank. Laundry facilities are rated as 6th rank. Gym center is the 7th rank. Food facilities as given 8th rank. Indore games are 9th. The last rank rated facilities necessary Spa. From The Above Analysis We Come to Know That Most of the Respondents Expecting Play Ground Facility Followed By Swimming Pool.

5. RESPONDENTS INTEREST TOWARDS MOBILE APPLICATIONS

TABLE 11

Particulars	respondents	Percentage
Strongly agree	169	84.5
Agree	21	10.5
Neutral	8	4
Disagree	2	1
Strongly disagree	-	-
Total	200	100

Source: Survey data (Primary)

Analysis and interpretation: From the above table we depict that 84% of respondents are strongly agree for using mobile applications to save the time. 10.50% of respondents are agree for using mobile application to save time. 4% of respondent are neutral about mobile application, 1% of respondents are disagree with mobile application and 0% of respondents are strongly disagree, from the above analysis we observe that majority of the respondents that are 84.50% are strongly agree for using mobile application for saving time.

7. RESPONDENT'S OPINION ABOUT VIDEO SHARING TECHNOLOGY

TABLE 12

Particulars	respondents	Percentage
Strongly agree	153	76.5
Agree	30	15
Neutral	13	6.2
Disagree	4	2
Strongly disagree	-	-
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: From the above table it is clear that 76.50% of respondents are strongly agree for video sharing technology. 15% of respondents are agree for video sharing technology. 6.20% of respondents are neutral about video sharing technology, 2% of respondents are disagree and 0% of respondent are strongly disagree. The above analysis reveals that majority of respondents that is 76.50% are strongly agree for video sharing respondents

8. RESPONDENTS INTEREST TOWARDS VIRTUAL SITES LIKE (3D AND 5D) VIEW

TABLE 13

Particulars	respondents	Percentage
Very satisfied	179	89.5
Somewhat satisfied	15	7.5
Somewhat dissatisfied	6	3
Very dissatisfied	0	0
TOTAL	200	100

Source: Survey data (Primary)

Interpretation: From the above table we depict that 89.5% of respondents are very satisfied with the virtual sites (3D and 5D). 7.5% of respondents are somewhat satisfied with the virtual sites, 3% of respondents are somewhat dissatisfied and 0% of respondents are dissatisfied. From the above analysis it is clear that majority that is 89.5% of respondents are very satisfied with virtual sites.

9. RESPONDENTS INTEREST TOWARDS IMPLEMENTING SMART REALITY LEADS TO

TABLE 14

Preferences		Ranking						
		1	2	3	4	WMS	Rank	
Real time virtual future project		16×1=	33×2=66	83×3=249	68×4=272	5.05	1	
		=16						
Better collaboration and communication Incused safety		19×1=	24×2=48	69×3=207	88×4=352	3.13	3	
		19						
		39×1= 39	41×2=82	97×3=291	23×4=92	2.52	4	
Greater knowledge on the architectural drawings		10×1=10	16×2=32	27×3=81	147×4=588	3.55	2	

Source: Survey data(Primary)

Analysis and interpretation: From the above table it is evident that, the interest towards implementing a smart reality is very essential. Play 1st rank given by the respondent. Is real time virtual project, 2nd rank for greater knowledge on the architectural drawings, better collaboration and communication is 3rd highest rank given by the respondent. Real time virtual project is 4th rank. From The Above Analysis it's clear that most of the respondents think that smart reality leads to Is real time virtual project.

PROMOTIONAL STRATEGIES

1. RESPONDENTS OPINION ABOUT PROMOTIONAL ACTIVITIES FOR CREATING AWARENESS

TABLE 15

Particulars	respondents	percentage
20% to 30%	57	28.5
30% to 50%	82	41
250% to 70%	41	20.5
70% to 90%	20	10
Total	200	100

Source: Survey data (Primary)

Interpretation: From the above table it is observed that 41% of respondents feel that 30%-50% it is important to have promotional activities for creating awareness MRKR construction. 28.50% of respondents say 20%-30% it is important, 20.50% of respondents say 50%-75% and 10% of respondents say 70%-90% it is important to have promotional activities for creating awareness about company. From the analysis it is clear that majority that is 41% of respondents have opinion 30%-50% it is important.

2. TABLE SHOWING RESPONDENTS PREFER ADVERTISING

TABLE 16

Particulars	respondents	Percentage
TV	69	34.5
Newspaper	52	26
Internet	41	20.5
Magazines	38	19
Total	200	100

Source: Survey data (Primary)

Interpretation: From the above table it is observed that, respondent has 34.50% for TV, 26% for newspaper, 20.50% for internet and 19% for magazines for the promotional strategies which attract buyers. From the analysis it is clear majority of respondent that is 34.50% of respondents think TV is the best mode for attracting buyers.

3. RESPONDENT'S UNDERSTANDINGS TOWARDS OUTDOOR ADVERTISEMENTS

TABLE 17

Outdoor advertisement	Ranking						WMS	Rank	
	1	2	3	4	5	6			
Roadside displays	1×8=8	2×15=30	3×20=60	4×63=252	5×71=355	6×23=138	4.21	5	
Banners	-	2×11=22	3×8=24	4×75=300	5×67=335	6×39=234	4.52	3	
Bust and displays	-	-	3×20=60	4×32=128	5×46=230	6×102=612	3.28	6	
E-mail marketing	-	-	-	4×35=140	5×76=380	6×89=534	5.27	2	
SMS Marketing	-	-	-	4×13=52	5×24=120	6×163=978	5.29	1	
Social media	1×19=19	2×13=26	3×29=87	4×20=80	5×41=205	6×78=468	4.42	4	

Source: survey

Interpretation: From the above table we observe that, respondent has assigned (5.29) WMS on SMS Marketing. Respondent has assigned (5.27) WMS on E-mail marketing, (4.52) WMS on banners, (4.42) WMS on social media, (4.21) WMS on roadside and on bus stand displays respondent has assigned (3.28) WMS for the effectively increase the outdoor advertisement. From the above analysis it is clear that majority that is (5.29) WMS respondent say SMS marking is effectively increase the outdoor advertisement.

18. RESPONDENTS INTEREST TOWARDS CELEBRITIES ENDORSEMENTS

TABLE 18

Particulars	Respondents	Percentage
Strongly agree	92	46
Agree	53	26.5
Neutral	21	10.5
Disagree	27	13.5
Strongly disagree	07	3.5
Total	200	100

Source: Survey data (Primary)

Interpretation: From the above table it is observed that, 46% of respondents are strongly agree for having celebrity endorsement. 26.50% of respondents are agree for celebrity endorsement, 10.50% of respondents are neutral, 13.50% of respondents are disagree and 3.50% of respondents are strongly disagree for celebrity's endorsement. It is clear that majority of respondents that is 46% are strongly agreed for celebrity endorsement.

FINDINGS, SUGGESTION & CONCLUSION

FINDINGS

- Majority of respondents were (64%) of Age group
- Most of respondents (85%) are from male group,
- Majority of respondents (85%) are from Bangalore itself.
- Majority of the (41.5%) customers prefer 2BHK flats. 5.70% of customers are not bothered about spending more
- 84.50% of customers are strongly agreed with the implementation of mobile applications
- 69% of customers think TV is the best promotional activity compare to other.
- 46% of customers are strongly agreed with celebrity endorsement.
- Customers are very concerned towards interior and exterior designs of the flats.
- Playground is the most necessary facility
- According to customers preference the smart reality leads to real time virtual future projects.
- SMS marketing is the best outdoor advertisement strategy as per the customers
- 76.50% of customers prefer video sharing technology.
- 89.5% of customers are delight with the technology like 3D and 5D views.
- 71% respondents are giving suggestions in the survey to update their current technology.

SUGGESTIONS

- Constructions should update their technology like video sharing, smart reality, mobile applications so on.
- Constructions should more concentrate on their promotional activities to improve their brand visibility in the public.
- Inspire of focusing on other factors company must focus more on interior and exterior designs of the flats.
- TV medium and SMS marketing are the best promotional strategies
- Constructions can opt for celebrity endorsement for attracting more and more customers.
- Constructions can update their current technology.
- Construction can go for both offline and online promotional strategies for grabbing more no of customers.

CONCLUSION

The present study was conducted to explore the preferences assigned to various factors by the customer's preferences on buying houses. According to the survey, Real Estate companies can take a possible interaction with latest while implementing technologies like video sharing, Virtual Sites, smart reality, and mobile application concerned with constructions, through which a customer can feel wow type of delight. By adopting new technologies which will satisfy customer need. And they have to focus on promotional activities like SMS Marketing, Online shopping flats facilities to the customers, banners, email marketing and more important is on celebrity endorsement. By analyzing the above suggestion construction companies can grab more customers and also can gain majority of construction market.

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JOB STRESS AND QWL OF EMPLOYEE'S IN TIRUPUR TEXTILE INDUSTRY

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ABSTRACT

In this competitive era, the Textile industry finds difficult to produce world class quality, on par with the developed nations. It is now rare for a person to stay with a single company throughout their entire working life because employees are often willing to leave a company for better opportunities. Companies need to find better ways not only to hire qualified people, but also to retain them. Because, Tirupur has emerged as the knitwear capital of the country for more than three decades and Tirupur also called as Dollar city. For that atleast Tirupur textile industry should consider important impact of the job stress and QWL of employees. Industry understand the concept of better QWL leads to better productivity and quality product. In addition to that, Textile industries has undergone rapid changes towards globalization and liberalization and have been facing problems due to Global Competition, dyeing units, shortage of cotton and power scarcity. These pose a threat to the textile industry. In addition to these threats, extended working hours, compulsory overtime, committed deliveries by the firms, shorter manufacturing cycles and other related issues determinate the QWL in Tirupur textile firms posing a big threat to its productivity and human resource management. Employees stress at their job lead to job dissatisfaction which ultimately end up with high rate of labor turnover and absenteeism. The reasons for this problem are many particularly, the problems related to worker's health, Quality of life and the Quality of work which are needed to address well for the development of Tirupur Textile industry and overcome the job stress level of employees.

KEYWORDS

QWL, knitwear capital, dollar city.

INTRODUCTION

The Indian Textiles Industry has an overwhelming presence in the economic life of the country. Apart from providing one of the basic necessities of life, the textiles industry also plays a vital role through its contribution to industrial output, employment generation, and the export earnings of the country. It is the second largest provider of employment after agriculture. The Indian textile industry is set for strong growth, buoyed by both strong domestic consumption as well as export demand. Abundant availability of raw materials such as cotton, wool, silk and jute and skilled workforce has made India a major sourcing hub.

Tamil Nadu is one of the main states for the development of Textile Industry in India. Tirupur has gained universal recognition as the leading source of hosiery, knitted garments, casual wear and sportswear. Tirupur has emerged as the knitwear capital of the country for more than three decades. The uniqueness of Tirupur's work culture has made it difficult for the big Indian textile giants to enter and capture a large market share, as the rules and norms governing manufacturing and job working are often informal and personalised.

REVIEW OF LITERATURE

Juhani Ukko and Jarkko Tenhunen, (2008) in their study on "The impacts of performance measurement on the Quality of Working Life", focuses on the impact of performance measurement on the Quality of the Working Life (QWL) of employees. This study concludes with the underlying factors behind the positive impact of performance measurement on the Quality of Working Life.

Salam Zadeh.Y, Mansoori.H and Farid.D (2008) in their study on "Study of the relation between Quality of Work Life and productivity of human resources in health care Institutes - a case study among nurses in Shahid Sadoughi Hospital in Yazd", have found that improving quality of Work Life in nurses causes an increase in productivity and promotes patients received health care.

Kongkiti Phusavat, Pornthep Anussornnitisarn, Bordin Rassameethes and Pekka Kess (2009) in their study on "Productivity improvement: Impacts from Quality of Work", examined the impact of Quality of Work Life (QWL) on productivity. The results illustrate positive impact of QWL on productivity.

STATEMENT OF THE PROBLEM

Most of the workers in Tirupur are found to work hard and work overtime under hectic schedules with great pressure to meet targets. Body pain is a natural phenomenon due to the required body posture and positioning (sitting in a bent position and standing for long hours) during work. These physical sufferings reported are pain in shoulders, arms, and legs. On the other hand, employees invariably suffer from occupational stress due to lot of managerial inconvenience in the working place. These issues have not been addressed adequately in the earlier studies on Tirupur Textile Industry. Hence, the researcher has made an earnest attempt to study the job stress and Quality of Work Life prevailing in the Textile Industry of Tirupur.

OBJECTIVES OF THE STUDY

1. To study the occupational profile of the employees of Textile Industry in Tirupur.
2. To study the causes of occupational stress among the employees of Textile Industry in Tirupur.

RESEARCH DESIGN

The present study is descriptive in nature. The data were collected by using a well-structured interview schedule. The sampling unit of the research comprises the employees of textile industry in Tirupur. The study has employed both primary and secondary data. The data thus collected were analyzed with suitable statistical tools like simple percentage analysis and chi-square analysis. The respondents were selected using the non- probability sampling technique, "convenient sampling". The sample size is 500 employees.

NEED FOR QUALITY OF WORK LIFE

Better Quality of Work Life leads to increased employee morale. It minimizes attrition and checks labour turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It enhances the brand image for the company as that, in turn, encourages entry of new talent into the company. To improve the quality of work life and eliminate job stress, employers can also make efforts to be more aware of the workload and job demands. Employers need to examine employee training, communication, reward systems, coworker relationships and work environment. Employees often are able to give employers the best advice on reducing work stress.

DATA ANALYSIS AND INTERPRETATION

Occupational profile of the respondents is taken into consideration to assess whether it influences the Quality of Work Life of Textile employee. The work related profile expresses their spread in terms of unit size, type of job activity, working section, employment status, total experience in Textile Industry, wage and work schedule. The distribution of the employees based on this occupational profile is given in Table 1.

TABLE 1: DISTRIBUTION OF RESPONDENTS BASED ON OCCUPATIONAL PROFILE

S.No	Occupational profile		No. of respondents	Percentage
A	Size of Unit	Small	200	40.0
		Medium	200	40.0
		Large	100	20.0
		Total	500	100.0
B	Type of Job Activity	Fabrication, Compacting and Calendaring	106	21.2
		Dyeing, Bleaching and Printing	52	10.4
		Cutting, Sewing, Embroidering and packing	205	41.0
		Composite unit	137	27.4
		Total	500	100.0
C	Working Section	Fabrication	128	25.6
		Dyeing	54	10.8
		Cutting	5	1.0
		Stitching	155	31.0
		Checking	40	8.0
		Ironing	60	12.0
		Packing	58	11.6
		Total	500	100.0
D	Employment Status	Temporary	472	94.4
		Permanent	28	5.6
		Total	500	100.0
E	Total Experience in Textile Industry (in year)	Less than 5	59	11.8
		5 – 10	250	50.0
		10 – 15	122	24.4
		15 – 20	15	3.0
		Above 20	54	10.8
		Total	500	100.0
F	Wage (p.m)	Below Rs.3000	10	2.0
		Rs.3001 -Rs. 6000	49	9.8
		Rs.6001 -Rs. 9000	107	21.4
		Rs. 9001 -Rs. 12000	155	31.0
		Above Rs.12000	179	35.8
		Total	500	100.0
G	Work Schedule	Day shift	165	33.0
		Afternoon shift	29	5.8
		Night shift	9	1.8
		Irregular shift on cal	93	18.6
		Rotating shift	204	40.8
		Total	500	100.0

Source: Primary Data

Thus from the above table, it can be concluded that majority of the respondents are working in small and medium size units and there are working in cutting, sewing, embroidering and packing and stitching units. They are temporary employees. They have 5 to 10 years of experience. They are earning above Rs. 12000. and they are working in rotating shift.

OCCUPATIONAL STRESS OF THE EMPLOYEES

The respondents were surveyed to know about the occupational stress. The size of respondents suffering from occupational stress has been described with the help of simple percentage analysis.

TABLE 2: DISTRIBUTION OF RESPONDENTS BASED ON OCCUPATIONAL STRESS

S.No	Occupational stress	No. of respondents	Percentage
	No	110	22.0
	Yes	390	78.0
	Total	500	100.0

Source: Primary Data

Thus from the above table, it can be concluded that a majority of the respondents are suffering from occupational stress.

THE CAUSE AND FREQUENCY OF OCCUPATIONAL STRESS

The respondents were asked to give their opinion on various items relating to causes of occupational stress. Based on the severity of the occupational stress, the respondents were asked to rate their opinion in four-point scale ranging from often (4) to never (1). Higher the rating indicates higher causes of the item towards occupational stress. Descriptive statistics with minimum, maximum, mean and standard deviation of stress frequency were found for each cause and the table is given hereafter.

TABLE 3: DISCRETE FACTORS CONTRIBUTING TO CAUSE AND FREQUENCY OF OCCUPATIONAL STRESS

Cause and frequency	N	Minimum	Maximum	Mean	Standard Deviation
Volume of work	390	1.00	4.00	3.4872	.6639
New duties	390	1.00	4.00	2.1641	.8354
Complexities of work	390	1.00	4.00	2.5231	.9978
Documentation	390	1.00	4.00	1.7051	.9661
Covering for others work	390	1.00	4.00	2.7949	.9398
Changes in policy	390	1.00	4.00	2.2231	.9904
Job demands	390	1.00	4.00	2.9436	.7900
Family demands	390	1.00	4.00	3.1051	.8249

Source: Primary Data

Hence, it can be inferred that, among the various causes of occupational stress, volume of work and family demands contribute more towards occupational stress.

RELATIONSHIP BETWEEN UNIT SIZE, TYPE OF JOB ACTIVITY, WORK EXPERIENCE, WAGES, WORK SCHEDULE AND OCCUPATIONAL STRESS

H₀: There is no relationship between unit size, type of job activity, work experience, wages, work schedule and occupational stress

TABLE 4: DISTRIBUTION OF RESPONDENTS BASED ON THE RELATIONSHIP BETWEEN UNIT SIZE, TYPE OF JOB ACTIVITY, WORK EXPERIENCE, WAGES, WORK SCHEDULE AND OCCUPATIONAL STRESS

Size of Unit	Occupational stress				TOTAL		Chi- Square Test		
	No		Yes		No.	%	Calculated value	Table value	Hypothesis
	No.	%	No.	%					
Small	42	21.0	158	79.0	200	100.0			
Medium	47	23.5	153	76.5	200	100.0			
Large	21	21.0	79	79.0	100	100.0			
TOTAL	110	22.0	390	78.0	500	100.0	.437	5.991	Accepted
Type of job activity									
Fabrication, Compacting and Calendaring	20	18.9	86	81.1	106	100.0			
Dyeing, Bleaching and Printing	14	26.9	38	73.1	52	100.0			
Cutting, Sewing, Embroidering and packing	52	25.4	153	74.6	205	100.0			
Composite unit	24	17.5	113	82.5	137	100.0			
TOTAL	110	22.0	390	78.0	500	100.0	4.297	7.815	Accepted
Work experience									
Less than 5 years	13	22.0	46	78.0	59	100.0			
5 – 10 years	58	23.2	192	76.8	250	100.0			
10 – 15 years	24	19.7	98	80.3	122	100.0			
15 – 20 years	3	20.0	12	80.0	15	100.0			
Above 20 years	12	22.2	42	77.8	54	100.0			
TOTAL	110	22.0	390	78.0	500	100.0	.632	9.488	Accepted
Wage (p.m)									
Below Rs.3000	4	40.0	6	60.0	10	100.0			
Rs.3001 -Rs. 6000	19	38.8	30	61.2	49	100.0			
Rs.6001 -Rs. 9000	25	23.4	82	76.6	107	100.0			
Rs. 9001 -Rs. 12000	39	25.2	116	74.8	155	100.0			
Above Rs.12000	23	12.8	156	87.2	179	100.0			
TOTAL	110	22.0	390	78.0	500	100.0	19.678	13.277	Rejected
Work Schedule									
Day shift	50	30.3	115	69.7	165	100.0			
Afternoon shift	10	34.5	19	65.5	29	100.0			
Night shift	5	55.6	4	44.4	9	100.0			
Irregular shift on cal	11	11.8	82	88.2	93	100.0			
Rotating shift	34	16.7	170	83.3	204	100.0			
TOTAL	110	22.0	390	78.0	500	100.0	24.157	13.277	Rejected

Source: Primary Data

This highlights the fact that majority of the respondents suffer from occupational stress irrespective of the size of units in which the employees of Textile industry are placed, type of job activity they are involved, their work experience, their earnings and their work schedule.

A comparison of the calculated value with that of the table value indicates, the calculated value is less than the table value and hence the null hypothesis is accepted. This indicates that relationship does not exist between unit size, type of job activity, work experience and occupational stress. Thus from the analysis, it can be concluded that there is no significant relationship between the unit size, type of job activity, work experience and occupational stress of employees.

A comparison of the calculated value with that of the table value indicates that the calculated value is higher than the table value and hence the null hypothesis is rejected. So, there is a relationship between income, work schedule and occupational stress of employees. Thus from the analysis, it can be concluded that there is a significant relationship between income, work schedule and occupational stress of employees.

FACTORS CONTRIBUTING TO STRESS MANAGEMENT

The respondents were asked to give their opinion on various items relating to the factors contributing to overcome the occupational stress. Respondents were asked to give their opinion on certain factors overcome stress and were asked to rate those factors on a four-point scale ranging from often (4) to never (1). Higher the rating of an item indicates larger contribution to overcome occupational stress by that factor. Descriptive statistics with minimum, maximum, mean and standard deviation of the frequency were found out for each item and the table is given below.

TABLE 5: DISCRETE FACTORS CONTRIBUTING TO OVERCOME OCCUPATIONAL STRESS

Factor in overcome stress	N	Minimum	Maximum	Mean	S.D
Flexible hours	500	1.00	4.00	2.8140	1.0944
Unpaid leave (at least)	500	1.00	4.00	2.9680	.8925
Supportive Supervisor/ Manager	500	1.00	4.00	2.7980	.8802
Personal calls at work (if emergency)	500	1.00	4.00	2.7340	.9257
Promotional opportunities	500	1.00	4.00	2.2260	.9904
Relationship with other department and superiors	500	1.00	4.00	2.8480	.8755
No discrimination	500	1.00	4.00	2.5140	1.0771
Employee's personal health and family peace	500	1.00	4.00	2.8900	.9228

Source: Primary Data

Hence, it can be concluded that, among the various factors in overcoming occupational stress, unpaid leave, employee's personal health and family peace contributes more towards reducing occupational stress.

FINDINGS

- Majority of the respondents are working in small and medium size units and there are working in cutting, sewing, embroidering and packing and stitching units. They are temporary employees. They have 5 to 10 years of experience. They are earning above Rs.12000. and they are working in rotating shift.
- Majority of respondents suffer from occupational stress. Among the various causes of occupational stress, volume of work and family commitments are found to contribute more towards occupational stress.
- There is no significant relationship between the unit size, job activity, experience and occupational stress of employees. However, relationship strongly exists between wage, work schedule and occupational stress. Occupational factors such as wage and work schedule are found to play an important role in contributing to the occupational stress of employees.
- Among the various factors helpful in overcoming the occupational stress of employees, unpaid leave, employees personal health and harmonious family contributes more towards reducing occupational stress.

SUGGESTIONS

- Wage and work schedule play an important role in overcoming the occupational stress of the employees. So employers should give reasonable wages and offer flexible working schedules. This will create a happy work environment and a peaceful family. Fair wages leads to decent standard of living and retention of efficient and trusted employees.
- Employees are suffering from occupational stress. To overcome occupational stress, employees are expecting unpaid leave, improvement in employees' personal health and family. Hence, employers should consider these points and grant leave at the time of emergency needs and create family welfare awareness among the employees. Employers can provide hygienic food to employees at reasonable cost, well ventilated rooms, adequate rest rooms and rest time to all employees.
- Employers have to take necessary steps to reduce the stress of their employees who are working in their firms. Stress reduces productivity, low quality product produce, increases absenteeism and increases labour turnover. So the employers have to find ways to reduce stress by sharing their work load with other department and create cordial relationships among employees and with employers. Team work can be encouraged as this will help tackle new challenging situations efficiently and effectively.
- Employers should create ample opportunities for fun at work. This is the best medicine to get rid of employees stress easily. Employees should use such opportunities to enjoy themselves without thinking anything else. Surprise birthday gifts, parties, display of achievers name in notice board, etc can be used to have fun among employees. Such situations will excite employees and make them feel that their employers respect and recognize them.

CONCLUSION

Better quality of work life leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It enhances the brand image for the company as that, in turn, encourages entry of new talent into the company. So companies are concentrate on the employees QWL, because this is big positive impact in the production side and possible to quality product. It leads to minimize the cost of production too. From this study employee are having stress and extends further reducing the QWL. This is the right time to improve the quality of work life and eliminate job stress, employers can also make efforts to be more aware of the workload and job demands. Employers need to examine employee training, communication, reward systems, coworker relationships, and work environment. Employees often are able to give employers the best advice on reducing work stress.

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CHALLENGES AND OPPORTUNITIES IN HUMAN RESOURCES

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ABSTRACT

In today's modern business world, human resource management is very important activity because there are frequent changes in business environment. Hence, every organisation must keep a constant watch on its personnel. Human resource management is a continuous activity. Business organisation can also outsource its activity. Human beings are most valuable resource of an organisation and managing them is the key to organisational success. It is a resource that the management can get and use the skill, knowledge, ability etc. through the development of skills, tapping and utilizing them again and again. Planning for human resource is more important than that of any other resources. For over a decade, efforts have been made by one or more of the units to go beyond the traditional personnel management function for the effective mobilisation of human resources.

KEYWORDS

human resource, HRD

INDUSTRIAL RELATION IN INDIA

The term industrial relation means the relation between employer and employee. Both the parties have a common interest in industry but numerous are the occasions when they may be found pulling in different directions. It may create some problems like the following problems:

- Problem in dealing with workers
- Problem of enforcing proper discipline among workers
- Problem in managing state of democracy in the industry by associating workers with the management of industry.

Human resource management is a root of every organisation. Human resource is an organisation consists of all people who perform their activities. It related to the personnel policies and activities which affect workforce. According to Dr. James Spina, "The human resource management focus should always be maintaining and ideally expanding the customer base while maintaining and ideally maximising Profit"

The activities performed by human resource professionals are as follows:

1. Organisational Design
2. Staffing
3. Performance management and appraisal
4. Employee and organisational development
5. Reward system, benefit and compliance

Human resource policies and procedures need to be closely linked with the achievement of organisational objectives and strategic plans.

Even as a line manager in any functional department, they are likely to manage people at some point. Thus, every student must study human resource management. Human resource function is necessary for all the firms irrespective of its size. Apart from size, firm should also consider their things like,

1. Scope of human resource service needed
2. Profitability centre
3. Strategic services

Without human resource, an organisation cannot build a good team of working professionals.

FUNCTIONS OF HUMAN RESOURCES

- Recruitment and Training: Here HR manager designs the job description and accordingly make the recruitment of employees. If necessary employees are provided with training.
- Placement of employees: Manager must place employees at the right place depending upon their skills and aptitude. It generates higher efficiency to the organisation.
- Performance appraisal: HR manager makes time to time review of employees and helps them to execute their goals. It enables the employees to correct their weaknesses and improve their strengths.
- Promotion: Promotion is the upward movement of employees. It may motivate employees to perform effectively at higher jobs.
- Managing work atmosphere: Provision of safe and healthy work environment is necessary for best performance of workers. It provides job satisfaction to the workers.
- Managing disputes: Human resource department have to act as a consultant and mediator to solve disputes among employees.
- Motivation: Employees must be motivated by providing monetary and non-monetary incentives like wages, salaries, good working conditions, welfare facilities, etc.
- Developing public relations: Human resource department may organise seminars, workshops to build good business relations with other sectors.

OPPORTUNITIES IN HUMAN RESOURCES

HR professionals must seize following opportunities if they want to manage the talent pool in changing business environment,

1. In today's growing talented generation, managers have to look ahead, anticipate so that they can find more better workforce for tomorrow.
2. Secure a steady, reliable pipeline for today's workforce and tomorrow's leaders as there is a mismatch in worker's talent and jobs available in market because of the frequent changes in the business world.
3. Dedicated workers contribute more for the growth of organisation and therefore, executives have to develop various strategies to motivate employees about what they do and what organisation wants from them.
4. Organisation must ensure that human resource functions are more agile so that it can increase the profitability of organisation as it is very necessary in today's changing business scenario.

CHALLENGES IN HUMAN RESOURCES

Human resource have to face certain challenges mainly because of changes in business environment. HR professionals have to play very challenging task to keep their workers up-to-date.

Following are some challenges in human resources,

1. **RESISTANCE TO CHANGE:** Frequent changes in work environment and technology may lead to anxiety among employees. Because of the latest technology, they may be afraid of losing their jobs. It is the duty of organisation to help employees to see technology as an aid to work.
2. **SHORTAGE OF WORKFORCE:** Employer may find it difficult to find capable workers who can handle new technology. Thus, they have to train new employees which may lead to additional training costs.
3. **TRAINING:** Human resource managers have to manage a lot of information and sometimes they may find it difficult to identify the core area of business in which training is to be provided.
4. **EMPLOYEE RETENTION:** Retention of best employees is always being the challenge for human resource manager. Sometimes, employee may use your organisation only as a step in their career path.

CONCLUSION

As there are various challenges and opportunities in human resources, all organisations must put a lot of efforts and energy in setting up strong and effective human resource management so that it can grab the opportunities and face the challenges. Without human resource management, it is difficult to manage regular activities.

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A STUDY ON STRESS LEVEL OF WORKERS IN CONSTRUCTION SECTOR (WITH SPECIAL REFERENCE TO NRI'S IN UAE)

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ABSTRACT

Stress has become a part of life and it is present in each and every type of job. It is no longer considered as a rare problem or related to specific sector. In reality it is quite impossible to eliminate stress but it is possible to control the stress related issues. Construction industry is more stressful than it was five years ago, according to a survey of 1,000 professionals working in the sector. Success of construction project depends up on the effective and efficient management of human resources. Construction workers are a group that are particularly vulnerable to health risks because they have few legal protections, a poor safety net, increased exposures to some environmental factors, and are economically disadvantaged. Studies show that blue-collar industries, i.e. construction, are more stressful than white-collar industries. UAE's construction sector has exhibited sustainable growth over the years, with its value following an upward trend from 2009 through to 2011 and forecasted to be continuing with the same pattern in future as per the Dubai Chamber of Commerce and Industry. The industry is also contributing increasingly in the nation's GDP and that this trend is also forecast to be continued in coming years reaching 11.5% of GDP in 2021. Increasing prospects of construction industry create job opportunities and it results in human stress due to the nature of job this study aims to evaluate stress level among workers in construction sector. The parameters for evaluation are organizational, economical, physical, psychological factors contributing to stress. It also attempts to find out overall satisfaction level of construction workers. The study is based on the primary data collected through structured questionnaire from non-resident Indians working in UAE. Sample size 75. After data collection it has been classified and analysed using percentage analysis, likerts's five point scale and mean.

KEYWORDS

stress, construction industry, factors contributing to stress, satisfaction.

INTRODUCTION

Stress is defined as "a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those needs. "With the growing prospects of construction industry, like any other career construction workers have their own types of job stressors to deal with. The UAE construction sector is going through a phenomenal growth phase with a score of ongoing projects, investment into green open spaces, and the strong government support. Further, the country is witnessing massive investments in the Construction Industry from both public and private enterprises coupled with the increased foreign direct investment over the past few years. UAE can be seen as one of the fastest growing economy, with its construction industry ranked third among the construction industries of the Middle East countries. The construction industry is third largest economic activity after oil and trade, in the UAE, including approximately 6000 companies with most of the construction activities taking place in Abu Dhabi and Dubai. Such a large industry offering so many job opportunities and involvement of human resource from many countries faces the threat of stress related issues. The major factor of stress is low wages. Work-related stress is affecting their lives and their family relations suffer because of the challenges they're facing at work.

REVIEW OF LITERATURE

Mohammad Reza Iravani in his study entitled "Study of Effective Cultural, Social Economical Factors on Making Work Stress among Workers in Mobarakeh Steel Complex" identified that there is relation between decreasing income of workers and increasing stress. A worker with higher social base and higher education experience low level of stress. Lack of training proves to be a factor for stress. He suggested the following remedies to reduce stress like increasing incomes and wages and giving proper gratuity for doing better work Replacing workers based on specialty and work division regarding to individual characteristics Making proper space for representing suitable solutions for problems in work place, asking workers opinions about making active atmosphere to continue work at certain place.

Jins Joy. P and Dr. R. Radhakrishnan in their study "A study on impact of work stress among tile factory workers in Thrichur district in Kerala" the focus of the study is to find out and compare the impact of work stress among tile factory workers at gender level in Trichur district in Kerala. The study is based on the factors affecting stress like headache, blood pressure, depressed etc.

L. Sasikala and Dr. Aselvarani in their study "A study on work stress among architects and construction professionals in Indian Construction Industry" focused on work stress factors among professional architects builders, civil/structural engineers and quantify surveyors in the building construction industry in India. The findings reveal that the key stress factors among

These professionals were high volume work lack of security safety measured on site, variations in the scope of work and fragmentation of building work into specialized fields. Other stress factors related to organizational structure were lack of feedback, poor communication, inadequate staffing and poor remuneration. Saiddeh Monatazer, Mohamed Reza Monazzam, Roksana Mirkazemi in their study "Heat stress level among construction workers" Studied the stress level of Iranian construction workers. The purpose of this study was to determine the level of heat stress to construction workers using Thermal Work Limit (TWL) and Wet Bulb Globe Temperature (WBGT) indices and by measuring Urine Specific Gravity (USG) among construction workers in Iran and comparing the appropriateness of these indices for measuring heat stress in Iran climate. The study finds out that workers were at an allowed level of heat stress. TWL, WBGT and USG measures were significantly correlated; however as TWL level enabled classification based on required intervention, it had some merit over WBGT index.

Riddhi R. Bhatt, Gaurav J. Desai, Pramod B. Verma in their study "Psychological stress among un organized building construction workers in Gandhinagar, Gujarat, India find out the psychological stress among unorganized construction workers at working site. After analyzing the results show that most of participants have high to extreme level of stress. This work stress can be reducing by applying the concept of level of prevention through ergonomics, work design, organizational development, workers training & counseling, replacement & periodic examination, enhanced occupational health services etc.

OBJECTIVES OF THE STUDY

1. To evaluate the stress level among construction workers in UAE with Indian origin
2. To identify the factors responsible for stress
3. To analyses the overall satisfaction level of construction workers
4. To provide suggestions to improve the mental health and reduce stress

RESEARCH METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study and explains the different steps that are generally adopted by the researcher in studying the research problem. The present study is analytical in nature. Both primary and secondary data were used for the study. For the purpose

of collecting Primary data a structured questionnaire was prepared and distributed among construction industry workers in various provinces of UAE. Secondary data has been collected from internet, online journals, and magazines and textbooks. The sample size was 75. Snowball sampling method was used for collecting the data. For the purpose of data analysis statistical techniques such as Percentage, mean and ranking methods were used.

STATEMENT OF PROBLEM

The construction industry reports one of the highest incidents of accidents/injuries of workers every year. One of the major reasons for this will be stress faced by them. As a high-risk industry, there is a need to investigate factors that contribute to stress among workers.

DATA ANALYSIS AND INTERPRETATION

TABLE NO. 1: DEMOGRAPHIC PROFILE OF RESPONDENTS

Variables	Classification base	No. of respondents	Percentage
Age	Below 20	3	4
	20-30	46	61.33
	30-40	21	28
	40 above	5	6.67
Gender	Male	75	100
	Female	0	0
Educational qualification	Secondary level	38	50.67
	Senior secondary level	23	30.66
	Graduate	14	18.66
	Post graduate	0	0
Monthly income	Below 25000	43	57.33
	25000-50000	27	36
	50000-75000	5	6.67
	75000 above	0	0

Interpretation

From table 1 it is clear that 61.33 percent of respondents belong to age group of 20-30. 28 percent belong to the age group of 30-40. 6.67 percent belongs to the age group 40 above. 4 percent belongs to below 2 age group. 100 percent of respondents are male. 50.67 percent respondents have only secondary level education. 30.67 percent have senior secondary education. 18.66 are graduates or diploma holders. 57.33 percent have salary below 25000. 36 percent have monthly income between 25000-50000. 6.67 percent have monthly income between 50000-75000.

TABLE NO. 2: DURATION IN CONSTRUCTION INDUSTRY

Period	Number of Respondents	Percentage
Less than 1 year	3	4
1-3 years	21	28
3-5 years	35	46.66
5-7 years	14	18.67
More than 7 years	2	2.67

Interpretation

46.66 percent of the respondents are in construction industry for 3-5 years. 28 percent belong to group of 1-3 years. 18.67 percent is in construction industry for 5-7 years. 4 percent have a short experience in construction industry. 2.67 percent is in construction industry for more than 7 years.

TABLE NO. 3: GENERAL SATISFACTION LEVEL WITH THE WORK PLACE

Variable	Classification base	No. of respondents	Percentage of respondents
Overall satisfaction	Yes	46	61.33
	No	29	38.66
Satisfaction with control and involvement at work	Yes	24	32
	No	51	68
Satisfaction with health and safety practices	Yes	27	36
	No	48	64
Ability to balance personal and work life	Yes	14	18.67
	No	61	81.33
Availability of rest time	Yes	19	25.33
	No	56	74.67
Frequent off	Yes	23	30.66
	No	52	69.34
Chance of getting variety Jobs	Yes	11	14.67
	No	64	85.33
chance to do something that makes use of your abilities	Yes	16	21.33
	No	59	78.67
chance to try your own methods of doing the job	Yes	9	12
	No	66	88

Interpretation

From table no. 4 it is clear that 61.33 percent respondents are overall satisfied with construction jobs. Remaining 38.67 percent not feeling any sort of satisfaction because they were forced to join this job. 32 percent respondents are satisfied with the control and involvement at work. Remaining 68 percent against this statement. 36 percent of respondents are satisfied with health and safety practices in construction jobs. 64 percent opined that construction have health and safety issues. 18.67 percent of respondents have the opinion that they were able to balance personal and work life but majority of the respondents were against this statement. 25.33 percent respondents opined that sufficient rest time is available. Remaining 74.67 percent not showing a positive attitude towards this statement. 30.66 percent respondents replied that they were taking frequent off because of the work load related health issues. 14.67 percent agreed that construction jobs provide variety tasks and 85.33 percent respondents against this statement. 78.67 percent respondents replied that they were not getting chance to do something that makes use of your abilities

TABLE NO. 4: CONSTRUCTION INDUSTRY AND STRESS

Variable	Classification base	No. of respondents	Percentage of respondents
Presence of stress	Yes	63	84
	No	12	16
Whether construction industry adequately address mental health in work place	Yes	8	10.67
	No	67	89.33
Whether company take adequate measures to maintain mental health in worksites	Yes	11	14.66
	No	64	85.34

Interpretation

From the table it is clear that 84 percent agreed that construction industry have stress. Remaining percent disagree with this 89.33 percent respondents opined that construction industry is not adequately addressing mental health in work place. 10.67 percent feel that construction industry is addressing mental health in work place. 14.66 percent of the respondents feel that company take adequate measures to maintain mental health in worksites. Remaining 85.34 percent disagree this statement.

TABLE NO. 5: PHYSICAL/ENVIRONMENTAL FACTORS AFFECTING STRESS

Reason	SA	A	N	DA	SDA	Mean
	F	F	F	F	F	
Fatigue	68 (90.66)	5 (6.67)	2 (2.66)	0 (0)	0 (0)	4.85
Poor lightening	0 (0)	53 (70.67)	14 (18.66)	8 (10.66)	0 (0)	3.59
Inadequate temperature control	47 (62.66)	25 (33.34)	3 (4)	0 (0)	0 (0)	4.58
Poor site conditions	56 (74.66)	17 (22.67)	2 (2.66)	0 (0)	0 (0)	4.71
Noise levels	65 (86.67)	8 (10.66)	2 (2.66)	0 (0)	0 (0)	4.83
Inadequate facilities for rest	59 (78.66)	10 (13.34)	6 (8)	0 (0)	0 (0)	4.71
Safety Issues	61 (81.33)	13 (17.33)	1 (1.34)	0 (0)	0 (0)	4.79

Interpretation

Table No. 5 explains the various physical or environmental factors affecting stress. Likert five point scale shows that all the respondents exhibit average level of favourableness towards all the statements. It indicates that statement about environmental factors can be considered as cause of stress. Mean value of all the statements except poor lightening shows value above 4. It shows that poor lightning is not an important environmental factor contributing to stress.

TABLE NO. 6: ORGANISATIONAL FACTORS AFFECTING STRESS

Reason	SA	A	N	DA	SDA	Mean
	F	F	F	F	F	
Inadequate no.of workers	12 (16)	34 (45.33)	23 (30.67)	6 (8)	0 (0)	3.69
Poor communication	27 (36)	29 (38.67)	15 (20)	4 (5.33)	0 (0)	4.05
Insufficient training	10 (13.33)	41 (54.67)	17 (22.66)	7 (9.33)	0 (0)	3.72
Poor relationship with supervisors	35 (46.66)	29 (38.67)	7 (9.33)	4 (5.33)	0 (0)	3.87
Poor relationship with co workers	0 (0)	10 (13.33)	25 (33.34)	34 (45.33)	6 (8)	2.52
Poor relationship with management	22 (29.33)	37 (49.34)	4 (5.33)	8 (10.67)	4 (5.33)	3.87
Interpersonal conflicts.	31 (41.33)	25 (33.34)	13 (17.33)	3 (4)	3 (4)	4.04
Lack of feedback system	7 (9.33)	39 (52)	24 (32)	5 (6.67)	0 (0)	3.63

Interpretation

Table No. 6 explains the various organisational factors affecting stress. Likert five point scales show the favourableness of respondents towards organisational factors affecting. Poor relation with co-worker cannot be considered as an important factor as its mean value is only 2.52. Interpersonal conflict and poor communication are the major factors. Remaining statement shows an average attitude as a factor contributing to stress.

TABLE NO. 7: WORK RELATED FACTORS AFFECTING STRESS

Reason	SA	A	N	DA	SDA	Mean
	F	F	F	F	F	
Over work load	33 (44)	41 (54.66)	1 (1.34)	0 (0)	0 (0)	4.42
Less work load	0 (0)	0 (0)	1 (1.34)	33 (44)	41 (54.66)	1.46
Working hours	53 (70.67)	17 (22.66)	5 (6.66)	0 (0)	0 (0)	4.63
Work pressure	28 (37.33)	39 (52)	3 (4)	5 (6.67)	0 (0)	4.19

Interpretation

Table No. 7 explains the various work related factors affecting stress. Likert five point scale shows the favourableness of respondents towards work related factors affecting stress. Less workload cannot be considered as an important factor as its mean value is only 1.46. All other statements have a mean value above 4. it shows that all the respondents have a conscience opinion regarding the listed statements.

TABLE NO. 8: ECONOMIC FACTORS CAUSING STRESS

Reason	SA F	A F	N F	DA F	SDA F	Mean
Poor remuneration	17 (22.67)	22 (29.33)	24 (32)	10 (13.33)	2 (2.67)	3.56
Stability of remuneration	24 (32)	37 (49.33)	5 (6.67)	9 (12)	0 (0)	4.01
Lack of Job security	39 (52)	24 (32)	7 (9.33)	5 (6.67)	0 (0)	4.29
Lack of career opportunities	44 (58.66)	19 (25.34)	11 (14.66)	1 (1.33)	0 (0)	4.41
Difficulty in changing company	15 (20)	50 (66.67)	3 (4)	7 (9.33)	0 (0)	3.98

Interpretation

Table No. 8 explains the various economic factors causing stress. Likert five point scale shows the respondents opinion regarding the listed statement. Lack of job security, career opportunities and stability in remuneration are the major economic factors contributing to stress. Response towards poor remuneration and difficulty in changing company is average.

TABLE NO. 9: PSYCHOLOGICAL FACTORS CAUSING STRESS

Reason	SA F	A F	N F	DA F	SDA F	Mean
Personal harassment	4 (5.33)	21 (28)	40 (53.34)	10 (13.33)	0 (0)	3.25
Insult from supervisors	16 (21.33)	37 (49.34)	14 (18.66)	8 (10.67)	0 (0)	3.81
Thoughts about home country	64 (85.34)	8 (10.66)	3 (4)	0 (0)	0 (0)	4.81
Tight schedule	33 (44)	27 (36)	10 (13.33)	5 (6.67)	0 (0)	4.17
Cultural gap with co workers	13 (17.33)	22 (29.34)	35 (46.66)	2 (2.67)	2 (2.67)	3.52

Interpretation

Table No. 9 explains the various Psychological factors causing stress. Likert five point scale shows that tight schedule and thoughts about home country are the major psychological factors causing stress as its mean value above 4. Other statements are contributing to stress on an average.

TABLE NO. 10: PLAN TO QUIT FROM CONSTRUCTION INDUSTRY

Classification base	No.of respondents	Percentage of respondents
Yes	39	52
No	36	48

Interpretation

Even though construction industry provides stress respondents shows a mixed attitude towards leaving the industry. Half of the respondents have planned to leave the industry.

FINDINGS

- All the respondents are male. It shows the physical work required in construction industry.
- More than half of the respondents are satisfied with the job in construction industry.
- Respondents opined that construction industry provides high level of stress
- Poor site conditions, noise levels and safety issues are the major environmental factors contributing to stress.
- Interpersonal conflict and poor communication are the organisational factors contributing to stress.
- Over workload, working hours and work pressure are the work related factors contributing to stress.
- Lack of job security, stability of remuneration is the economic factors contributing to stress.
- Thoughts about home country are the major psychological factor contributing to stress.
- Even though construction industry provides stress respondents shows a mixed attitude towards leaving the industry.

SUGGESTIONS

- Take necessary measures to provide mental relief to reduce stress through recreation measures.
- Create a sense of security and address safety issues in construction industry.
- Provide versatile jobs to reduce stress.
- Address noise in the workplace
- Adapt working conditions to workers' differing physical and mental aptitudes.

CONCLUSION

Work stress is a real challenge for workers and the organization in which they are working. This study focused on various factors contributing to the stress level of workers in construction industry in UAE. The study found that the majority of respondents had suffered from stress, anxiety or depression as a direct result of working in the construction industry. Urgent measures must have been taken to address stress in order to make the workers productive. Construction industry in UAE provides ample opportunities for migrants from India. If stress factors are properly addressed construction industry will contribute much to nation's GDP

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e-PAYMENT: A SOLUTION IN POST DEMONETISATION ERA

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ABSTRACT

After November 8th, 2016 people of India are facing problem of hard cash due to demonetization. This manuscript is an attempt to explain the various other solution available to make and receive payments. It includes debit card, credit card, charge card and smart card. This paper also makes an attempt to explain the new ways to go cashless and motivation by the Indian government to go digital.

KEYWORDS

e-payment, post demonetisation era.

INTRODUCTION

 On November 8, 2016, PM Mr. Narendra Modi announced for demonetization. The dictionary meaning of demonetize is to remove the legal status of legal tender money and remove it from circulation. Mr. Modi imposed ban on the currency notes of 500 and 1000. These notes will not be a legal tender money after 8th of November 2016. People of India can deposit their money to banks and post offices. Initially they can exchange up to Rs. 4000 with one identity proof of either Aadhaar card or Pan Card and withdraw upto Rs. 2000 from ATM's. This whole process is done to evade black money from India. New guidelines are being issued by present government from time to time after that. Due to the surprise move of India's Government common people faced lots of problems. Hundreds of millions of Indian are queuing outside banks and ATM with dim hopes of actually getting some cash. Despite of having sufficient balance in their accounts still they are out of cash. Government wants to make Indian economy a Cash-less economy. It is rightly said if the challenge exists so must the solution, and same with this challenge of cash less economy one of the solutions is "E-Payment" i.e. electronic payments.

MEANING OF e-PAYMENT

Electronic payment is a financial exchange that take place online between buyers and sellers i.e. in spite of making cash payments we transfer payments from one account to another. The means of this exchange is usually some form of digital financial instruments. The various modes of e payments are:-

- **Credit Card:** These cards are issued by credit card companies (e.g. Master Card, Visa) and Major Banks. Credit cards are issued based on the customer's income level, credit history and total wealth. Customer uses these cards to buy goods and services. The customer is supposed to pay his or her debts during the payment period. This is a credit facility extended to the customer.
- **Debit Card:** Debit card is a small plastic card. A unique number mapped with the bank account number. It is required to have a bank account before getting a debit card from the bank. When we pay the amount from the card, money gets deducted from card's bank account immediately and there should be sufficient balance in bank account to get transaction completed.
- **Charge card:** Charge cards are just like credit cards except they have no revolving credit line, so the balance must be paid every month.
- **Smart cards:** These cards have a small microprocessor chip embedded in it. It has the capacity to store consumer work related/personal information and periodically recharged in addition to these pieces of information, systems have been developed to store cash/money onto the chip which were reduced as per usage.

Despite of these payments cards there are many other modes of e-payments like e-cash, electronic fund transfer, e-wallets etc. But the step of demonetization by government has thrown awakening lights on few new modes other than cards are e-wallets, aadhar enabled payments system UPI, USSD.

- **e-Wallets:** Electronic wallets being very useful for frequent online shoppers, refers to an electronic system that allows an individual to make electronic transactions. This can include purchasing items on-line with a computer or using a Smartphone. E wallets work by producing money with one of those services providers using it to pay for service or transfer it to other account According to RBI, there are three kinds of wallets:
 - Closed
 - Semi-closed
 - Open
- a) **Closed Wallet:** A closed wallet is issued by a company to a consumer for buying goods and services exclusively from that company. These instruments do not permit cash withdrawal or redemption. Companies such as flipkart, jabong offer closed wallets. When a user cancel or return product or services. The amount refunded get deposited in the wallet of user account. Through closed wallets user can transact only from that particular website and there is no interest earned on it.
- b) **Semi-closed Wallets:** A semi-closed wallet can be used to buy goods and services at clearly identified merchant location or establishment which have a specific contract with the issuer to the payment instrument. Companies like paytm offer this services of semi-closed wallets.
- c) **Open Wallet:** These can be used for purchase of goods and services, including financial services such as funds transfer at merchant locations or point of sale terminal that accept cards and also cash withdrawal at automated teller machine or business correspondents. These kinds of wallets can only be issued by banks. In case of open wallets, the banks manage money.

TOP INDIAN e-WALLETS**Paytm**

It was launched in 2014, paytm wallet in India's dominating mobile payment service platform and also one of the fast growing companies in the mobile-wallet space in India. It aims to cross the 100-millions user marks by 2016. With its mobile first strategy, paytm does more than 30 million orders of various digital physical goods every month,

Mobikwik

It was started in 2009. Mobikwik claims to have 12 million users. The mobikwik claims that it enables users to pay in a flash for their recurring mobile recharge, bill payments and online purchases on popular e-commerce websites and apps.

Oxygen

Oxygen is one of the oldest players in the payment market. Though the company jumped into the mobile wallet space just last year. With its service, people can share money with their friends and family over their preferred social networks and messaging platforms like facebook, Whatsapp, Google+ and twitter. It allows users to use their wallet to recharge their mobile phones, pay bills and shop across a large number of online merchants.

Citrus Pay

Another key player in the mobile wallet space is Citrus Pay which has quickly garnered attention from users in India. It claims to have completed transactions on its platform to the tune of \$1 billion. In addition, the company has attracted funding from investors such as Sequoia capital, Beenos and E-context Asia among others.

Payumoney

This wallet empowers you to make online payment via credit cards, debits cards, netbanking etc. as well as using the PayUMoney reward point earned. You can enjoy secure transaction at more than 65000 websites and merchants using PayUMoney. A key feature offered is the PayUMoney buyer protection that ensures that you get the purchased product or service; else their dispute resolution team will sort it out with the concerned merchant for your rightful purchases and get your money refund.

NEW ON LINE PAYMENT SYSTEM

- **UPI**

UPI stands for Unified Payment Interface. It is a system that powers multiple bank accounts into a single mobile application. It basically merges several banking features seamless fund routing and merchant's payments into one hood. UPI allows a customer to pay directly from a bank account to different merchants, both offline and online just by downloading the app of participating bank from Google play store of android phones.

REGISTRATION IN UPI ENABLED APPLICATION**Steps for registration**

- User download the UPI application from the app store.
- User creates his/her profile by entering details like name virtual id (payment address), Password etc.
- User goes to "Add/link/manage bank account" option and the links bank and account number with virtual ID

Generating M-PIN

- User selects the bank account from which he/she wants to initiate the transaction.
- User generate M-PIN for proceeding further transactions
- The per transaction limit is Rs 1 Lac.

- **AADHAR ENABLED PAYMENT SYSTEM**

AEPS provides basic financial services at low cost access devices through the business correspondent of any bank using aadhar authentication

The Aadhar enabled basic type of banking transactions are:

- Balance Enquiry
- Cash withdrawal,
- cash deposit
- Aadhar to Aadhar funds transfer

The only inputs required for a customer to transaction are

- IIN (Identifying the bank to which the customer is associated)
- Aadhar Number
- Fingerprint captured during their enrollment

PROCESS TO PAY USING AADHAR CARD

A Shopkeeper will have a Smartphone with a finger print scanner connected to it via an application. You will have to place your finger on that scanner to pay using aadhar your bank which is already linked to your aadhar number will be debited with the amount you pay to shopkeeper.

- **USSD TECHNOLOGY**

It stands for Unstructured supplementary service data. It enables cashless transactions in the absence of internet connectivity or smartphones USSD is a Source of payments. This service provides assistance to balance enquiry and small fund transfers.

STEPS FOR USING USSD

- Link your mobile number to your bank account
- Dial *99# from your phone
- Fill in the first three letters of your bank against short name OR first four letters of IFSC
- Choose "fund transfer-"MMID" option
- Enter the payee's mobile number and MMID
- Enter the amount and your MPIN, leave a space and enter the last four digits of your account number.

- **BHIM (Bharat Interface for Money)**

It is a Mobile App developed by National Payments Corporation of India (NPCI) along with JUSPAY, based on Unified Payment Interface (UPI), launched by Prime Minister of India Narendra Modi to facilitate e-payments directly through bank. It was launched as part of the 2016 Indian banknote demonetisation and Cashless transaction drive, at a Digi Dhan programme at Talkatora Stadium in New Delhi on December 30, 2016. It has been named after Bhim Rao Ambedkar.

This UPI app supports all Indian banks which are live on UPI platform. UPI is built over the IMPS infrastructure and allows you to instantly transfer money between any two parties bank accounts. It can be used on all mobile devices, be it a smartphone or a feature phone with internet connection.¹

GOVERNMENT STEPS TO INDUCE PEOPLE TO USE ELECTRONIC MODE PAYMENTS

One month after government announced demonetisation of high-value currency notes, Union Finance Minister Arun Jaitley on Thursday announced 11 measures that the centre has taken to expedite the "revolutionary move".

Here are the highlights of Finance Minister Arun Jaitley's press briefing:

0.75 % DISCOUNT ON FUEL

The Government Petroleum PSUs shall give incentive by offering a discount at the rate of 0.75 per cent of the sale price to consumers on purchase of petrol or diesel if payment is made through digital means

POS MACHINES IN VILLAGES

To expand digital payment infrastructure in rural areas, the Government through NABARD will extend financial support to eligible banks for deployment of 2 POS devices each in 1 lakh villages with population of less than 10,000. These POS machines are intended to be deployed at primary cooperative societies/milk societies/agricultural input dealers to facilitate agri-related transactions through digital means. This will benefit farmers of one lakh village covering a total population of nearly 75 crore who will have facility to transact cashless in their villages for their agricultural needs.

RUPAY KISAN CARDS FOR FARMERS

The Government through NABARD will also support Rural Regional Banks and Cooperative Banks to issue "Rupay Kisan Cards" to 4.32 crore Kisan Credit Card holders to enable them to make digital transactions at POS machines/Micro ATMs/ATMs.

BUY RAILWAY TICKETS ONLINE

Railway through its sub urban railway network shall provide incentive by way of discount upto 0.5 per cent to customers for monthly or seasonal tickets from January 1, 2017, if payment is made through digital means. Nearly 80 lakh passengers use seasonal or monthly ticket on suburban railways, largely in cash, spending worth nearly Rs 2,000 crore per year.

FREE ACCIDENTAL INSURANCE

All railway passengers buying online ticket shall be given free accidental insurance cover of upto Rs 10 lakh. Nearly 14 lakh railway passengers are buying tickets everyday out of which 58% tickets are bought online through digital means.

INCENTIVES FOR RAILWAY PASSENGERS

For paid services e.g. catering, accommodation, retiring rooms etc. being offered by railways through its affiliated entities/corporations to the passengers, it will provide a discount of 5 per cent for payment of these services through digital means. All the passengers travelling on railways availing these services may avail the benefit.

DISCOUNT ON POLICIES SOLD ONLINE

Public sector insurance companies will provide incentive, by way of discount or credit, upto 10 per cent of the premium in general insurance policies and 8 per cent in new life policies of Life Insurance Corporation sold through the customer portals, in case payment is made through digital means.

NO TRANSACTION FEE ON DIGITAL PAYMENTS

Government departments and PSUs will ensure that transactions fee/MDR charges associated with payment through digital means shall not be passed on to the consumers and all such expenses shall be borne by them. State Governments are being advised that the State Governments and its organisations should also consider to absorb the transaction fee/MDR charges related to digital payment to them and consumer should not be asked to bear it.

BENEFITS FOR MERCHANTS, TRADERS

Public sector banks are advised that merchant should not be required to pay more than Rs 100 per month as monthly rental for PoS terminals/Micro ATMs/mobile POS from the merchants to bring small merchant on board the digital payment eco system. Nearly 6.5 lakh machines by Public Sector Banks have been issued to merchants who will be benefitted by the lower rentals and promote digital transactions.

NO CESS ON CASHLESS PAYMENT LESS THAN 2K

No service tax will be charged on digital transaction charges/MDR for transactions upto Rs. 2000.

10% DISCOUNT ON CARD PAYMENTS

For the payment of toll at Toll Plazas on National Highways using RFID card and Fast Tags, a discount of 10 per cent will be available to users in the year 2016-17.

CONCLUSION

The biggest problem with India is suddenly removal of 86% of its currency from circulation without having an adequate supply of new notes ready to take their place. Moreover, the fact is that India is more reliant on cash than almost any other country on earth. The only remedy which is available for the time is e-payments or could say adopting cashless economy. No doubt the modes of E-payments system have been introduced since a long time in India, but in this era of demonetization e payments are being used more frequently, before demonetization these system of cashless payments was used by people of big cities now after demonetization rural and remote areas showed multiple rate of growth in using these e -payments. Government has introduced many incentives to induce people for increasing the use of cashless modes moreover many new modes have been introduced by government which are easy to use for every kind of citizens. This use of cashless economy will bring a revolutionary change in the coming days of Indian economy and will help people in the problems which arise due to demonetization.

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ATTITUDE OF CUSTOMERS TOWARDS ONLINE ADVERTISEMENTS IN SIVAKASI

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ABSTRACT

This research study is focused on customer attitude towards online advertisements in the Sivakasi area. The main purpose and objectives of the study is to find out the impact of customers towards online advertisements, factors which are influenced their purchase decisions, satisfaction levels of the customers towards the selected websites. Data was collected through the well-structured Questionnaire. The sample size was 200, those who are selected through convenient sampling method. For analysis, frequency percentage, Rank with weighted average arithmetic mean, Mann Whitney Rank Sum U test and Kruskal Wallis test were used by SPSS. In this study the findings were categorized to mention in the brief manner. The study also suggests the strong recommendations on the basis of the study findings.

KEYWORDS

customer attitude, online advertisements, Sivakasi, purchase decisions, satisfaction levels, convenient sampling method.

1. INTRODUCTION

Now days, internet have become a foremost source for advertisements. Internet advertisements have become a vital source which has a wide range all over the globe. Everyone can right to use to the internet which may influence their purchase decision depending upon the advertisements. Dissimilar Customers have different attitudes towards internet advertisements. Some may like the advertisements, acquire the product and some may use pop-up blockers to block the advertisements. But now it is an important source for advertisements to attract Customers. But it is also necessary to know the attitude of consumers towards it. Customer's attitude may be defined as emotional feelings, beliefs and behaviors about product, services, companies and institutions. According to some psychologist attitude is the evaluating judgment about something or someone. Attitude consists of three factors or elements which are cognitive, affective, and behavioral. Internet advertisements may be defined as a promotional tool that uses internet and World Wide Web to deliver their messages to attract and retain the Customers. It gives the opportunity to the marketers to target their customized Customers. Marketers advertise to build brand awareness or brand loyalty. Successful advertisements can lead to increased sales and performance of the firm. Internet advertisements can create a good or bad impression on the consumers. A good advertisement can create strong brand awareness and stimulate the consumers to purchase the product. It is more interactive than any other advertisements. Visual effects may attract the consumers and affect their purchase decisions. Now day's marketers are using the internet for advertisements, buying and selling of their products. People can go directly and immediately to the advertiser's website and can purchase a customized product. Some marketers are getting help from "cookies" (most visited sites by the consumers) to target their online advertisements. Newspapers, radio and TV were the early Medias to advertise the product. But now internet advertisement is growing at faster growth rate as compared to the growth of other media. As a result, all cost goes waste (Rashid Saeed et al, 2013). So to answer the problem internet advertising is the superlative media. So it is necessary to analyse the attitudes and behaviours of customers. So a study has been taken in to the Sivakasi.

2. REVIEW OF LITERATURE

Rashid Saeed et al., (2013), "Consumer's Attitude towards Internet Advertising in Pakistan", this study has been taken to know the consumer attitude towards internet advertisement in Sahiwal. The main objective was to know and explore the attitude towards different dimensions of advertising. The sample of 150 was taken. Questionnaire was the survey instrument to collect the data from different internet users. Reliability, correlation and regression analysis were done to analyze the collected data. It is concluded from hypothesis that there overall positive and negative attitude towards internet advertisement. Analysis shows both negative and positive attitude towards I.A.

Erni Martini and Sri Widaningsih (2014), "Effect of Online Advertising towards Online Attitude of Adolescents in Indonesia", this study shows that online advertising significantly affects online attitude of adolescent in Bandung, Indonesia. Advertising utility, Indignity, and Price perception positively affects the online attitude of adolescent. Trust has negative effect on the online attitude of adolescent, while regulation does not affect the online attitude of adolescent in Indonesia.

Mary Ellen Gordon and Kathryn De Lima-Turner (1997), "Consumer attitudes towards Internet advertising", discussed that Advertising on the Internet can be viewed as a social contract between advertisers and Internet users. The attributes comprising this contract are: access to advertisements, placement of advertisements, message, influence on fee, and information collection. Examines empirically the tradeoffs consumers make among the attributes in the social contract using an online survey analysed through conjoint analysis. The findings indicate that consumer attitudes towards Internet advertising differ from many predictions about this new media.

Ann E. Schlosser, Sharon Shavitt and Alaina Kanfer (1999), "Survey of internet users attitudes toward internet advertising", argued that audience members play an active role in advertising exposure on the Internet. In addition, the potential clash between Internet culture and marketing goals creates a situation where consumers may respond more negatively to IA than to GA. (Schlosser and Kanfer, forthcoming) Therefore, it is important to understand the structure and favorability of their attitudes toward IA. This paper builds upon previous IA research (Ducoffe, 1996; Mehta and Sivadas, 1995) in addressing this topic and like previous research, serves as a building block in our understanding of consumer response in an online commercial environment. However, because U.S. Internet demographics are constantly changing in the direction of reflecting the general U.S. demographics (GVU, 1999), more surveys will be needed to assess attitudes and the structure of attitudes in this changing population.

Samir Abuznaid and Mohammed Anati, "Customers attitudes and beliefs toward internet advertising in Palestine" this study attempts to examine the beliefs about online advertising, attitudes toward online advertising. Moreover, it will provide suggestions how to design effective online ads to fully utilize the advantages of the online medium. In sum, the study attempts to improve the current understanding of online advertising.

Dr. Jaya Krushna Panda & Aruna Kumar (2010) have studied about "Measuring Internet User's Attitude towards Internet Advertising". From the findings of the study it can be concluded that presently Internet users don't have a positive attitude towards internet advertising. It does not mean that the organizations should ignore internet as a medium of advertising.

J. Suresh Reddy (2011) has published article is "impact of E-Commerce on Marketing". He concluded that internet is providing companies new channels of communication and interaction. It can create closer yet more cost effective relationships with customers in sales, marketing and customer support.

Peter J. Danaher and Guy W. Mullarkey (2010) have published their research article entitled "Factors Affecting Online Advertising Recall: A study of Students". The researcher concluded that topic finally web users in a goal-directed mode are much less likely to recall and recognize banner advertisements than users who are surfing a site.

Shelly Rodgers and Esther Thorson (2012) have published, research paper entitled "The Interactive Advertising Model: How Users Perceive and Process Online Ads". The researchers concluded that, we propose an interactive information processing model of internet advertising that incorporates both function and structure.

Sumanjeet (2013) has published article on "Online Banner Advertising" - in Indian journal of Marketing. The researcher concluded that, online banner advertising has great potential as an advertising medium. It is easy to create, place and use. It offers companies targeting well educated, innovative, affluent males/females or student with great potential for success as their segments are highly represented.

Jeffrey Parsons, Katherine Gallagher and K. Dale Fosster (2012) have published the article entitled "Messages in the Medium: An Experimental Investigation of Web Advertising Effectiveness and Attitude towards web content". This article explained web advertising effectiveness and evaluation of web content. The findings of this research suggested that advertiser should use web for advertising their product.

Panda, D.J and A.K.Mishra (2012) have published the article entitled "Measuring Internet User's Attitude towards Internet". As described in website leadsleap.com. There are different types of internet advertising which are commonly used by the marketers are: content, link, viral, incentivized and obstructive advertising.

Babu, D.M and S.Balaji (2012) said that there is a positive relationship between consumer attitude and internet advertisement and also a significant relationship between demographic and internet advertisement. A survey was conducted in south and north Chennai.

Bibhas Chandra, Shubham Goswami and Vineet Chouhan (2012), "Investigating Attitude towards Online Advertising On Social Media - An Empirical Study", Presently, the growth in Active Internet Users among urban cities is phenomenal. The growth of social media is chiefly attributed to the desires for connectedness, social interaction, entertainment, convenience, information and in some cases professional advancement. The rapid growth of online social networking communities has caught the attention of advertisers that hope to find new ways to harness these communities for their advertising purposes (Hart 2007). This study makes an attempt to decipher the embedded attitude of the customers towards online advertising on the social community sites. The study reveals that Online advertising helps in purchase decision and results in lower price. The frequent browsers demonstrated a strong favourable attitude towards online advertisement on the social media which they chiefly attributed to the trustworthiness for social media. Moreover, the frequent browsers hold favourable attitude for online advertisement due to the fact that it supports purchasing decisions and results in lower price products.

3. STATEMENT OF THE PROBLEM

The present modern technological society needs online for everything. Online is necessary not only for commercial purposes but also for the social causes. There are many online advertisements are available in the websites. Customers are the boss of every business advertisement. Business people have to create awareness about the product as well as have to make the Customers buy. The ultimate aim of every manufacturer is to attract the Customers through advertisements. Thus it is necessary to know the attitudes and behaviors of Customers towards advertisements. Without knowing them, a marketer cannot attain success. Hence the researcher has chosen this particular topic for bringing out the attitude of Customers towards online advertisements in the study area of Sivakasi.

4. SCOPE OF STUDY

This study has made a clear insight about the attitude of customers towards online advertisements. The study concentrates on limited websites such as Amazon.in, Flipkart.com, Snapdeal.com, Paytm.com, ebay.in, Jabong.com, Myntra.com, Shopclues.com, Homeshop18.com and Futurebazaar.com. The study is carried out in Sivakasi town only.

5. RESEARCH OBJECTIVES

1. To study the socio-economic and demographic status of respondents of the study area.
2. To find out the impact of respondents towards online advertisements.
3. To find out the factors which is influenced their purchase decision.
4. To find out the satisfaction levels of the Customers towards the selected websites.
5. To offer the suggestion based on the findings of the study.

6. RESEARCH HYPOTHESES

The following hypotheses have been framed for the study.

- There is no significant difference between gender of the respondents and overall satisfaction in online advertisements.
- There is no significant difference between gender of the respondents and impact of online advertisements.
- There is no significant difference between age of the respondents and overall satisfaction in online advertisements.
- There is no significant difference between Education of the respondents and overall satisfaction in online advertisements.
- There is no significant difference between income of the respondents and overall satisfaction in online advertisements.

7. METHODOLOGY

The researcher has undertaken an analytical study. Attitude of consumer towards online advertisements in Sivakasi has been analyzed

Sources of Data

The data required for the study are collected through primary and secondary sources.

Primary Data

The primary data have been collected by preparing questionnaires schedule. The data have been collected directly from the internet users in Sivakasi.

Secondary Data The secondary data needed for the study have been collected from various books, journals and magazines, related research report and search engine.

Sampling Design

This research studied the attitude of customers towards online advertisements. The sample respondent should be the representative of the population. In such a way 200 sample respondents were selected in Sivakasi by using Convenience sampling method.

8. RESULTS AND DISCUSSIONS**TABLE NO. 1: GENDER WISE CLASSIFICATION**

Particular	Respondents	Percentage
Male	112	56.00
Female	88	44.00
Total	200	100.00

Source: Primary Data

Table 1 shows that out of 200 respondents, 112 respondents (56.00 per cent) are male and the remaining 88 respondents (44.00 per cent) are female. It is understood from the survey that majority of the respondents (56.00 per cent) are male.

TABLE NO. 2: AGE WISE CLASSIFICATION

Particular	Respondents	Percentage
18-26	67	33.50
27-35	77	38.50
36-44	40	20.00
45 and above	16	8.00
Total	200	100.00

Source: Primary Data

Table 2 shows that out of 200 respondents, 77 respondents (38.50 per cent) are in the age group of 27-35 years, 67 respondents (33.50 per cent) are under the age group of 18-26 years, 40 respondents (20.00 per cent) are between the age group of 36-44 years, and the remaining 16 respondents (8.00 per cent) are in the age group 45 and above 15 years. It can be noted from the Table 4.2 that the most of the respondents (38.50 per cent) belong to the age group of 27-35 years.

TABLE NO. 3: MARITAL STATUS

Particular	Respondents	Percentage
Married	78	39.00
Unmarried	122	61.00
Total	200	100.00

Source: Primary Data

Table 3 explicates that out of 200 respondents, 122 respondents (61.00 per cent) are unmarried and the remaining 78 respondents (39.00 per cent) are married. It is found that majority of the respondents (61.00 per cent) are unmarried.

TABLE NO. 4: EDUCATION LEVEL

Particular	Respondents	Percentage
Below SSLC	23	11.50
HSC Level	28	14.00
UG Level	72	36.00
PG Level	63	31.50
Diploma	10	5.00
Doctorate	4	2.00
Total	200	100.00

Source: Primary data

Table 4 explicates that out of 200 respondents those who are literate, 72 respondents (36.00 per cent) are having UG level, 63 respondents (31.50 per cent) are having PG level, 28 respondents (14.00 per cent) are having HSC level of education, 23 respondents (11.50 per cent) having Below SSLC level, 10 respondents (5.00 per cent) have Diploma and 4 respondents (2.00 per cent) have completed Doctorate level. It is evident that most of the respondents (36.00 per cent) level in UG level.

TABLE NO. 5: INCOME LEVEL

Particular	Respondents	Percentage
Below 10000	3	1.50
10001-15000	40	20.00
15001- 20000	61	30.50
20001-25000	70	35.00
25001 and above	26	13.00
Total	200	100.00

Source: Primary Data

Table 5 reveals that out of 200 respondents, 70 respondents (35.00 per cent) are earning income up to Rs. 20,001-25000 per month, 61 respondents' (30.50 per cent) income level is between Rs. 15001-20000 per month, 40 respondents (20.00 per cent) have earned between Rs. 10,001-15000 per month, 26 respondents (13.00 per cent) have earned 25001 and above per month and the remaining 3 respondents (1.50 per cent) have earned below 10000 per month. It is evident that most of the respondents (35.00 per cent) earn Rs. 20,001-25000 per month.

TABLE NO. 6: EMPLOYMENT STATUS

Particular	Respondents	Percentage
Yes	132	66.00
No	68	34.00
Total	200	100.00

Source: Primary data

Out of 200 respondents, 132 respondents (66.00 per cent) are employed and the remaining 68 respondents (34.00 per cent) are unemployed. It is found that majority of the respondents (66.00 per cent) are employed.

TABLE NO. 7: OCCUPATION

Particular	Respondents	Percentage
Business Man	36	27.27
Profession	15	11.36
Govt. Employee	26	19.70
Private Employee	50	37.88
Pensioner	5	3.79
Total	132	100.00

Source: Primary Data

From above Table 7 conveys the information that out of 132 employed respondents, 50 respondents (37.88 per cent) are Private employees, 36 respondents (27.27 per cent) are Business men, 26 respondents (19.70 per cent) are Government employees, 15 respondents (11.36 per cent) are professionals, and the remaining 5 respondents (3.79 per cent) are Pensioners. It is evident that most of the respondents (37.88 per cent) are Private employees.

TABLE NO. 8: UNEMPLOYMENT

Particular	Respondents	Percentage
Students	26	38.24
Home makers	17	25.00
Job seekers	25	36.76
Total	68	100.00

Source: Primary Data

Out of 68 unemployed respondents, 26 respondents (38.24 per cent) are Students, 25 respondents (36.76 per cent) are Job Seekers, and remaining 17 respondents (25.00 per cent) are Home Makers It is found that majority of the respondents (38.76 per cent) are Students.

TABLE NO. 9: INTERNET SERVICE

Particular	Respondents	Percentage
Yes	103	51.50
No	97	48.00
Total	200	100.00

Source: Primary Data

Out of 200 respondents, 103 respondents (66.00 per cent) are using internet from their home and the remaining 97 respondents (34.00 per cent) are not having internet in their home. It is found that majority of the respondents (66.00 per cent) are using internet from their home.

TABLE NO. 10: AMOUNT SPENT TO INTERNET

Particular	Respondents	Percentage
Below Rs. 1000	24	23.30
Rs.1001-1500	48	46.60
Rs.1501-2000	23	22.33
Rs.2001and above	8	7.77
Total	103	100.00

Source: Primary Data

Table 10 shows that out of 103 respondents, 48 respondents (46.60 per cent) are in the group of Rs. 1001-1500, 24 respondents (23.30 per cent) are under the group of below Rs. 1000, 23 respondents (22.33 per cent) are between the group of Rs. 1501-2000, and the remaining 8 respondents (7.77 per cent) are in the group Rs. 2001 and above.

It can be noted from the Table 4.10 that the most of the respondents (46.60 per cent) belong to the group of Rs. 1001-1500.

TABLE NO. 11: USING OF INTERNET FROM OTHER PLACES

Particular	Respondents	Percentage
Office	45	46.39
Friends home	16	16.49
Relative home	19	19.59
Browsing Centre	17	17.53
Total	97	100.00

Source: Primary Data

Table 11 conveys the information that out of 97 employed respondents, 45 respondents (46.39 per cent) are Office, 19 respondents (19.59 per cent) are Relative home, 17 respondents (17.53 per cent) are Browsing centre, and the remaining 16 respondents (16.49 per cent) are Friends home. It is evident that most of the respondents (46.39 per cent) are using from their respective Office.

TABLE NO. 12: ONLINE SPENDING TIME PER WEEK

Particular	Respondents	Percentage
5-10 hours	57	28.50
11-20 hours	86	43.00
21-30 hours	41	20.50
31-40 hours	10	5.00
41-50 hours	6	3.00
Total	200	100.00

Source: Primary Data

Table 12 shows among all the 200 respondents, 86 (43.00 per cent) respondents spent with internet between 11-20 hours per week online. 57 (28.50) respondents spent with internet between 5-10 hours, 41 (20.50 per cent) respondents spent with internet between 21-30 hours per week online, followed by 10 (5.00 per cent) respondents spent with between 31-40 hours and above online and 6 (3.00 per cent) respondents spent with internet between 41- 50 hours per week online. It is evident that most of the respondents (43.00 per cent) spent 11-20 hours per week.

TABLE NO. 13: FREQUENCY CLICK ON INTERNET ADVERTISEMENT

Particular	Respondents	Percentage
Click at least once	67	33.50
Click Occasionally	68	34.50
Click Frequently	65	32.00
Total	200	100.00

Source: Primary Data

According to Table 13, 68 (34.50 per cent) respondents are click occasionally on the internet advertisement. There are 67 (33.50 per cent) respondents clicked on internet advertisement at least once. The remaining 65 (32.00 per cent) respondents are click frequently on the advertisement. It is evident that most of the respondents (34.50 per cent) are click occasionally on online advertisements.

TABLE NO. 14: INTERNET FACILITY

Particular	Respondents	Percentage
Searching information	101	50.50
Online Shopping	30	15.00
Chatting	36	18.00
E-mail	33	16.50
Total	200	100.00

Source: Primary Data

According to Table 14, 101 (50.50 per cent) of respondents are using for Searching information. There are 36 (18.00 per cent) of respondents are using for Chatting. There are 33 (16.50 per cent) of respondents are using for E-mail. The remaining 30 (15.00 per cent) respondents are using for online shopping. It is found that majority of the respondents (50.50 per cent) are using for Searching information.

TABLE NO. 15: INTERNET CONNECTION

Particular	Respondents	Percentage
BSNL	30	15.00
Reliance	52	26.00
Airtel	39	19.50
Tata	51	25.50
Vodafone	18	9.00
Other	10	5.00
Total	200	100.00

Source: Primary Data

Table 15 explicit that out of 200 respondents 52 respondents (26.00 per cent) are having their connection with Reliance, 51 respondents (25.50 per cent) are having their connection with Tata, 39 respondents (19.50 per cent) are having their connection with Airtel, 30 respondents (15.00 per cent) having their connection with BSNL, 18 respondents (9.00 per cent) having their connection with Vodafone and 10 respondents (5.00 per cent) having their connection with Other. It is evident that most of the respondents (26.00 per cent) are having their connection with Reliance.

IMPACT ONLINE ADVERTISEMENT IN KNOWLEDGE

In this survey the customers have been asked to provide their view concerning the elements determining the impact advertisement in Knowledge. The views are held for 6 statements which are associated to the elements determining the impact of advertisement in knowledge by acquiring scaling technique, Likert Five Point Scale. Table 16 shows the opinion of customers about impact advertisement in Knowledge.

TABLE 16: IMPACT ONLINE ADVERTISEMENTS IN KNOWLEDGE

Particular	SA	A	N	D	SD	Total
I support online advertisement because it is where creativity is highly appreciated	123 (61.50)	59 (29.50)	8 (4.00)	8 (4.00)	2 (1.00)	200 (100)
Online advertisement contains a lot of excitement and surprises	45 (22.50)	120	28 (14.00)	5 (2.50)	2 (1.00)	200 (100)
Online advertisement keeps me up to date about products/ service available in the marketplace	75 (37.50)	48 (24.00)	62 (31.00)	12 (6.00)	3 (1.50)	200 (100)
Online advertisement is a valuable source of information about sales	61 (30.50)	64 (32.00)	38 (19.00)	32 (16.00)	5 (2.50)	200 (100)
Online advertisement tells me which brands have the features I am looking for	57 (28.50)	55 (27.50)	41 (20.50)	42 (21.00)	5 (2.50)	200 (100)
Most of the time online advertisement contains funny characters and is enjoyable	44 (22.00)	60 (30.00)	39 (34.50)	40 (20.00)	17 (8.50)	200 (100)

Source: Primary Data

Table 16 shows that 61.50 per cent of the respondents are having impact on the statement "I support online advertisement because it is where creativity is highly appreciated", 60.00 per cent of the respondents are having impact on the statement "Online advertisement contains a lot of excitement and surprises", 37.50 per cent of the respondents on having impact on the statement "Online advertisement keeps me up to date about products/ service available in the marketplace", 32.00 per cent of the respondents are having impact on the statement "Online advertisement is a valuable source of information about sales", 28.50 per cent of the respondents are having impact on the statement "Online advertisement tells me which brands have the features I am looking for" and 30.00 per cent of the respondents are having impact on the statement "Most of the time online advertisement contains funny characters and is enjoyable".

IMPACT OF ONLINE ADVERTISEMENT - KNOWLEDGE (Ranking under Weight Arithmetic Mean)

The researcher has assigned the following ranking proposal:

Strongly Agree – 5 points; Agree – 4 points; Neutral – 3 points; Disagree – 2 points; Strongly Disagree – 1 points.

TABLE NO. 17: IMPACT OF ONLINE ADVERTISEMENT- KNOWLEDGE (RANKING UNDER WEIGHT ARITHMETIC MEAN)

Particular	SA	A	N	D	SD	Total	WAM	Rank
I support online advertisement because it is where creativity is highly appreciated	615	236	24	16	2	893	59.53	I
Online advertisement contains a lot of excitement and surprises	225	480	84	10	2	801	53.40	II
Online advertisement keeps me up to date about products/ service available in the marketplace	375	192	186	24	9	786	52.40	III
Online advertisement is a valuable source of information about sales	305	256	114	64	5	744	49.60	IV
Online advertisement tells me which brands have the features I am looking for	285	220	123	84	5	717	47.80	V
Most of the time online advertisement contains funny characters and is enjoyable	220	200	117	100	34	671	44.73	VI

Source: Computed Primary Data

By giving ranking proposal, "I support online advertisement because it is where creativity is highly appreciated" got first rank, "Online advertisement contains a lot of excitement and surprises" got second rank, "Online advertisement keeps me up to date about products/ service available in the marketplace" got third rank, "Online advertisement is a valuable source of information about sales" got forth rank, "Online advertisement tells me which brands have the features I am looking for" got fifth rank and "Most of the time online advertisement contains funny characters and is enjoyable" got sixth rank.

IMPACT OF ONLINE ADVERTISEMENT IN CREDIBILITY

In this survey the customers have been asked to provide their view concerning the elements determining the impact advertisement in Credibility. The views are held for 4 statements which are associated to the elements determining the impact of online advertisement in Credibility by acquiring scaling technique, Likert Five Point Scale. Table 18 shows that the opinion of customers about impact of online advertisement in credibility.

TABLE NO. 18: IMPACT OF ONLINE ADVERTISEMENT IN CREDIBILITY

Particular	SA	A	N	D	SD	Total
The online advertisement is believable	71 (35.50)	109 (54.50)	8 (4.00)	11 (5.50)	1 (0.50)	200 (100)
The online advertisement is trustworthy	58 (29.00)	75 (37.50)	42 (21.00)	17 (8.50)	8 (4.00)	200 (100)
The online advertisement is credible	44 (22.00)	56 (28.00)	72 (36.00)	26 (13.00)	2 (1.00)	200 (100)
The online advertisement is convincing	38 (19.00)	75 (37.50)	44 (22.00)	26 (13.00)	17 (8.50)	200 (100)

Source: Primary Data

Table 18 show that 54.50 per cent of the respondents are having impact about Credibility with the statement "online advertisement is believable", 37.50 per cent of the respondents are having impact about Credibility with the statement "Online advertisement is trustworthy", 36.00 per cent of the respondents are having impact about Credibility with the statement "Online advertisement is credible" and 37.50 per cent of the respondents are having impact about Credibility with the statement "Online advertisement is credible".

TABLE 9: IMPACT OF ONLINE ADVERTISEMENT- CREDIBILITY (RANKING UNDER WEIGHT ARITHMETIC MEAN)

Particular	SA	A	N	D	SD	Total	WAM	Rank
The online advertisement is believable	355	436	24	22	1	838	55.87	I
The online advertisement is trustworthy	290	300	126	34	8	758	50.53	II
The online advertisement is credible	220	224	216	52	2	714	47.60	III
The online advertisement is convincing	190	300	132	52	17	691	46.07	IV

Source: Computed Primary Data

By giving ranking proposal, "The online advertisement is believable" got first rank, "The online advertisement is trustworthy" got second rank, "The online advertisement is credible" got third rank and "The online advertisement is convincing" got forth rank.

IMPACT OF ONLINE ADVERTISEMENT- INFORMATIVE

In this survey the customers have been asked to provide their view concerning the elements determining the impact advertisements in informative. The views are held for 4 statements which are associated to the elements determining the import advertisements in informative by acquiring scaling technique, Likert Five Point Scale. Table 4.20 shows the opinion of customers about impact of advertisements in informative.

TABLE NO. 20: IMPACT OF ONLINE ADVERTISEMENT- INFORMATIVE

Particular	SA	A	N	D	SD	Total
The online advertisement is valuable source of information about products/services	128 (64.00)	50 (25.00)	13 (6.50)	7 (3.50)	2 (1.00)	200 (100)
The online advertisement tells me which brands have the features. I am looking for	57 (28.50)	84 (42.00)	45 (22.50)	10 (5.00)	4 (2.00)	200 (100)
The online advertisement keeps me up to data about product/services available in the marketplace	57 (28.50)	43 (21.50)	55 (27.50)	40 (20.00)	5 (2.50)	200 (100)
The online advertisement provides complete information that assist me in decision making	30 (15.00)	76 (38.50)	23 (11.50)	42 (21.00)	29 (14.50)	200 (100)

Source: Primary Data

Table 20 shows that 64.00 per cent of the respondents are having impact about Informative with the statement "The online advertisement is valuable source of information about products/services", 42.00 per cent of the respondents having impact about Informative with the statement "The online advertisement tells me which brands have the features. I am looking for", 28.50 per cent of the respondents are having impact about Informative with the statement "The online advertisement keeps me up to data about product/services available in the marketplace" and 37.50 per cent of the respondents are having impact about informative with the statement "The online advertisement provides complete information that assist me in decision making".

IMPACT OF ONLINE ADVERTISEMENT- INFORMATIVE (RANKING UNDER WEIGHT ARITHMETIC MEAN)

The researcher has assigned the following ranking proposal:

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
5 marks	4 marks	3 marks	2 marks	1 mark

TABLE NO. 21: IMPACT OF ONLINE ADVERTISEMENT- INFORMATIVE (RANKING UNDER WEIGHT ARITHMETIC MEAN)

Particular	SA	A	N	D	SD	Total	WAM	Rank
The online advertisement is valuable source of information about products/services	640	200	39	14	2	895	59.67	I
The online advertisement tells me which brands have the features. I am looking for	285	336	135	20	4	780	52.00	II
The online advertisement keeps me up to data about product/services available in the marketplace	285	172	165	80	10	712	47.47	III
The online advertisement provides complete information that assist me in decision making	150	304	69	84	29	636	42.40	IV

Source: Computed Primary Data

By giving ranking proposal, "The online advertisement is valuable source of information about products/services" got first rank, "The online advertisement tells me which brands have the features. I am looking for" got second rank, "The online advertisement keeps me up to data about product/services available in the marketplace" got third rank and "The online advertisement provides complete information that assists me in decision making" got fourth rank.

OPINION OF RESPONDENTS ABOUT THE FACTORS INFLUENCED TO PURCHASE

In this survey the customers have been asked to provide their view concerning the elements determining the factors influenced. The views are held for 9 statements which are associated to the elements determining the factors influenced to purchase by acquiring scaling technique, Likert Five Point Scale. Table 22 shows that the opinion of customers about the factors influenced to purchase.

TABLE NO. 22: CUSTOMERS OPINION ABOUT FACTORS INFLUENCED TO PURCHASE

Particular	SA	A	N	D	SD	Total
Products and services can be browsed at any time	167 (83.50)	22 (11.00)	9 (4.50)	2 (1.00)	0	200 (100)
24 hours/ 7 days a week access	123 (61.50)	71 (35.50)	6 (3.00)	0	0	200 (100)
Variety of feature	37 (18.50)	110 (55.00)	44 (22.00)	9 (4.50)	0	200 (100)
Prices can be compared	34 (17.00)	100 (50.00)	52 (26.00)	14 (9.00)	0	200 (100)
Features can be compared	54 (27.00)	60 (30.00)	48 (24.00)	37 (18.50)	1 (0.50)	200 (100)
Quick feedback of the customers	37 (18.50)	54 (27.00)	68 (34.00)	33 (16.50)	8 (4.00)	200 (100)
Customers privacy policy	38 (19.00)	63 (31.50)	44 (22.00)	51 (25.50)	4 (2.00)	200 (100)
Multiple choices	36 (18.00)	74 (37.00)	40 (20.00)	48 (24.00)	2 (1.00)	200 (100)
Can be checked and browsed repeatedly	45 (22.50)	62 (31.00)	41 (20.50)	27 (13.50)	25 (12.50)	200 (100)

Source: Primary Data

Table 22 shows that 83.50 per cent of the respondents are influenced with the factor "Products and services can be browsed at any time", 61.50 per cent of the respondents are influenced with the factor "24 hours/ 7 days a week access", 55.00 per cent of the respondents are influenced with the factor "Variety of feature", 50.00 per cent of the respondents are influenced with the factor "Prices can be compared", 30.00 per cent of the respondents are influenced with the factor "Features can be compared", 34.00 per cent of the respondents are influenced with the factor "quick feedback of the customers", 31.50 per cent of the respondents are influenced with the factor "customers privacy policy", 37.00 per cent of the respondents are influenced with the factor "Multiple choices" and 31.00 per cent of the respondents are influenced with the factor "can be checked and browsed repeatedly".

CUSTOMER'S OPINION ABOUT FACTORS INFLUENCED TO PURCHASE (Ranking under Weight Arithmetic Mean)

TABLE NO. 23: OPINION ABOUT FACTORS INFLUENCED TO PURCHASE (RANKING UNDER WEIGHT ARITHMETIC MEAN)

Particular	SA	A	N	D	SD	Total	WAM	Rank
Products and services can be browsed at any time	835	88	27	4	0	954	63.60	I
24 hours/ 7 days a week access	615	284	18	0	0	917	61.13	II
Variety of feature	185	440	132	18	0	775	51.67	III
Prices can be compared	170	400	156	28	0	754	50.27	IV
Features can be compared	270	240	144	74	1	729	48.60	V
Quick feedback of the customers	185	216	204	66	8	679	45.27	IX
Customers privacy policy	190	252	132	102	4	680	45.33	VIII
Multiple choices	180	296	120	96	2	694	46.27	VII
Can be checked and browsed repeatedly	225	248	123	54	50	700	46.67	VI

Source: Computed Primary Data

By giving ranking proposal, the feature "Products and services can be browsed at any time" got first rank, "24 hours/ 7 days a week access" got second rank, "Variety of feature" got third rank, "Prices can be compared" got fourth rank, "Features can be compared" got fifth rank, "Can be checked and browsed repeatedly" got sixth rank, "Multiple choice" got seventh rank, "Customers privacy policy" got eighth rank and "Quick feedback the customers" got ninth rank.

OPINION OF RESPONDENTS ABOUT THE OVERALL SATISFACTION IN ONLINE ADVERTISEMENTS

In this survey the customers have been asked to provide their view concerning the elements determining the Overall satisfaction in online advertisements. The views are held for 18 statements which are associated to the elements determining the Overall satisfaction in online advertisements by acquiring scaling technique, Likert Five Point Scale. Table 24 shows that the opinion of customers' about the overall satisfaction in online advertisements.

TABLE NO. 24: CUSTOMER OPINION ABOUT OVERALL SATISFACTION

Particular	VH	H	M	L	VL	Total
Billing accuracy	144 (72.00)	38 (19.00)	16 (8.00)	2 (1.00)	0	200 (100)
Competitive pricing	108 (54.00)	69 (34.50)	16 (8.00)	5 (2.50)	2 (1.00)	200 (100)
Quick service	70 (35.00)	76 (38.00)	34 (17.00)	19 (9.50)	1 (0.50)	200 (100)
Making the user happy	33 (16.50)	84 (42.00)	46 (23.00)	23 (11.50)	14 (7.00)	200 (100)
Preserving the status of the user	40 (20.00)	77 (38.50)	45 (22.50)	36 (18.50)	2 (1.00)	200 (100)
Being an informative advertisement	34 (17.00)	73 (36.50)	50 (25.00)	36 (18.00)	7 (3.50)	200 (100)
Creating motivation	43 (21.50)	77 (38.50)	46 (23.00)	31 (15.50)	3 (1.50)	200 (100)
Level of created interaction	51 (25.50)	63 (31.50)	42 (21.00)	34 (17.00)	10 (5.00)	200 (100)
Preparing potent motivation	45 (22.50)	63 (31.50)	51 (25.50)	36 (18.00)	5 (2.50)	200 (100)
Credit of advertisement source	41 (20.50)	64 (32.00)	36 (18.00)	41 (20.50)	18 (9.00)	200 (100)
Access to enough data	103 (51.50)	56 (28.00)	20 (10.00)	15 (7.50)	6 (3.00)	200 (100)
Making user think	33 (16.50)	108 (54.00)	40 (20.00)	14 (7.00)	5 (2.50)	200 (100)
Using helpful words for deciding	36 (18.00)	56 (28.00)	64 (32.00)	43 (21.50)	1 (0.50)	200 (100)
Expressing address & telephone number	34 (17.00)	77 (38.50)	47 (23.50)	40 (20.00)	2 (1.00)	200 (100)
Knowing life cycle steps of product	58 (29.00)	63 (31.50)	33 (16.50)	39 (19.50)	7 (3.50)	200 (100)
Brand rate of product	37 (18.50)	79 (39.50)	39 (19.50)	41 (20.50)	4 (2.00)	200 (100)
Billing clarity	60 (30.00)	80 (40.00)	36 (18.00)	19 (9.50)	5 (2.50)	200 (100)
Billing time lines	49 (24.50)	52 (26.50)	57 (28.50)	28 (14.00)	14 (7.00)	200 (100)

Source: Primary Data

Table 24 shows that 72.00 per cent of the respondents are satisfied with "billing accuracy", 54.00 per cent of the respondents are satisfied with "competitive pricing", 38.00 per cent of the respondents are satisfied with "quick service", 42.00 per cent of the respondents are satisfied with "making the user happy", 38.50

per cent of the respondents are satisfied with "preserving the status of the user", 36.50 per cent of the respondents are satisfied with "being an informative advertisement", 38.50 per cent of the respondents are satisfied with "creating motivation", 31.50 per cent of the respondents are satisfied with level of "created interaction", 31.50 per cent of the respondents are satisfied with "preparing potent motivation", 32.00 per cent of the respondents are satisfied with "credit of advertisement source", 51.50 per cent of the respondents are satisfied with "access to enough data", 54.00 per cent of the respondents are satisfied with "making user think", 32.00 per cent of the respondents are satisfied with "using helpful words for deciding", 38.50 per cent of the respondents are satisfied with "expressing address & telephone number", 31.50 per cent of the respondents are satisfied with "knowing life cycle steps of product", 39.50 per cent of the respondents are satisfied with "brand rate of product", 40.00 per cent of the respondents are satisfied with "billing clarity" and 26.50 per cent of the respondents are satisfied with "billing time lines".

CUSTOMER'S OPINION ABOUT FACTORS INFLUENCED TO PURCHASE (RANKING UNDER WEIGHT ARITHMETIC MEAN)

TABLE NO. 25 CUSTOMERS OPINION ABOUT FACTORS INFLUENCED TO PURCHASE (RANKING UNDER WEIGHT ARITHMETIC MEAN)

Particular	VH	H	M	L	VL	Total	WAM	Rank
Billing accuracy	720	152	48	4	0	924	61.60	I
Competitive pricing	540	276	48	10	2	876	58.40	II
Quick service	350	304	102	38	1	795	53.00	IV
Making the user happy	165	336	138	46	14	699	46.60	XIV
Preserving the status of the user	200	308	135	72	2	717	47.80	IX
Being an informative advertisement	170	292	150	72	7	691	46.07	XVI
Creating motivation	215	308	138	62	3	726	48.40	VIII
Level of created interaction	255	252	126	68	10	711	47.40	X
Preparing potent motivation	225	252	153	72	5	707	47.13	XI
Credit of advertisement source	205	256	108	82	18	669	44.60	XVIII
Access to enough data	515	224	60	30	6	835	55.67	III
Making user think	165	432	120	28	5	750	50.00	VI
Using helpful words for deciding	180	224	192	86	1	683	45.53	XVII
Expressing address & telephone number	170	308	141	80	2	701	46.73	XIII
Knowing life cycle steps of product	290	252	99	78	7	726	48.40	VII
Brand rate of product	185	316	117	82	4	704	46.93	XII
Billing clarity	300	320	108	38	5	771	51.40	V
Billing time lines	245	208	171	56	14	694	46.27	XV

Source: Computed Primary Data

By giving ranking proposal, "billing accuracy" got first rank, "competitive pricing" got second rank, "access to enough data" got third rank, "quick service" got fourth rank, "billing clarity" got fifth rank, "making user think" got sixth rank, "knowing life cycle steps of product" got seventh rank, "crediting motivation" got eighth rank, "preserving the status of the user" got ninth rank, "level of created interaction" got tenth rank, "preparing potent motivation" got eleventh rank, "brand rate of product" got twelfth rank, "expressing address & telephone number" got thirteenth rank, "making user happy" got fourteenth rank, "billing time lines" got fifteenth rank, "being informative advertisement" got sixteenth rank, "using helpful words for deciding" got seventeenth rank and "credit of advertisement source" got eighteenth rank.

OPINION OF RESPONDENTS ABOUT THE VARIOUS PLATFORMS OF ONLINE ADVERTISEMENTS

In this survey the customers have been asked to provide their view concerning the elements determining the Web advertisements. The views are held for 10 Websites which are associated to the elements determining the website advertisements by acquiring scaling technique, Likert Five Point Scale. Table 26 shows the opinion of customers respondents about the Website advertisements.

TABLE NO. 26: CUSTOMERS OPINION ABOUT VARIOUS PLATFORMS OF ONLINE ADVERTISEMENTS

Particular	HS	S	N	D	HD	Total
Amazon	160 (80.00)	30 (15.00)	9 (4.50)	1 (0.50)	0	200 (100)
Flipkart	103 (51.50)	88 (44.00)	8 (4.00)	1 (0.50)	0	200 (100)
Snapdeal	102 (51.00)	54 (27.00)	31 (15.50)	13 (6.50)	0	200 (100)
Paytm	37 (18.50)	92 (46.00)	48 (24.00)	16 (8.00)	7 (3.50)	200 (100)
EBay	42 (21.00)	76 (38.00)	51 (25.50)	28 (14.00)	3 (1.50)	200 (100)
Jabong	38 (19.00)	56 (28.00)	66 (33.00)	32 (16.00)	8 (4.00)	200 (100)
Myntra	28 (14.00)	50 (25.00)	74 (37.00)	35 (17.50)	13 (6.50)	200 (100)
Shopclues	35 (17.50)	57 (28.50)	64 (32.00)	28 (14.00)	16 (8.00)	200 (100)
Homeshop18	48 (24.00)	47 (23.50)	64 (32.00)	22 (11.00)	19 (9.50)	200 (100)
Futurebazaar	36 (18.00)	41 (20.50)	53 (26.50)	44 (22.00)	26 (13.00)	200 (100)

Source: Primary Data

Table 26 show that 160 respondents are highly satisfied with advertisements in "Amazon.in", 103 respondents are highly satisfied with advertisements in "Flipkart.com", 102 respondents are highly satisfied with advertisements in "Snapdeal.com", 92 respondents are satisfied with advertisements in "Paytm.com", 76 respondents are satisfied with advertisements in "Ebay.in", 66 respondents are neutral with advertisements in "Jabong.com", 74 respondents are neutral with advertisements in "Myntra.com", 64 respondents are neutral with advertisements in "Shopclues.com", 64 respondents are neutral with advertisements in "Home shop 18.com" and 53 respondents are neutral with advertisements in "Futurebazaar.com".

TABLE NO. 27: OPINION ABOUT VARIOUS PLATFORMS OF ONLINE ADVERTISEMENTS (RANKING UNDER WEIGHT ARITHMETIC MEAN)

Particular	HS	S	NO	D	HD	Total	WAM	Rank
Amazon	800	120	27	2	0	949	63.27	I
Flipkart	515	352	16	2	0	885	59.00	II
Snapdeal	510	216	69	26	0	821	54.73	III
Paytm	185	368	144	32	7	736	49.07	IV
EBay	210	304	153	56	3	726	48.40	V
Jabong	190	224	198	64	8	684	45.60	VI
Myntra	140	200	222	70	13	645	43.00	IX
Shopclues	175	228	192	56	16	667	44.47	VIII
Homeshop18	240	188	192	44	19	683	45.53	VII
Futurebazaar	180	164	159	88	26	617	41.13	X

Source: Computed Primary Data

By giving ranking proposal, "Amazon.in" got first rank, "Flipkart.com" got second rank, "Snapdeal.com" got third rank, "Paytm.com" got fourth rank, "Ebay.in" got fifth rank, "Jabong.com" got sixth rank, "Homeshop18.com" got seventh rank, "Shopclues.com" got eighth rank, "Myntra.com" got ninth rank and "Futurebazaar.com" got tenth rank.

APPLICATION MANN-WHITNEY RANK SUM U TEST

Mann-Whitney Rank Sum U-Test helps us to determine whether two random samples have come from identical populations. If it is true that the samples have come from the same populations, it is reasonable to assume that the means of the ranks assigned to the values of the two samples are more or less the same. The alternative hypothesis is that the means of the population are not equal and if this is the case, most of the smaller rank will go to the values of one sample, while most of the higher ranks will go to those of the other sample. The test of the null hypothesis that the two samples come from identical populations may either be based on R_1 , the sum of the ranks of the values of first sample, or on R_2 , the sum of the ranks of the values of second sample. It may be noted that in practice it does not matter which sample we call sample 1 and which we call sample 2. If the sample sizes are n_1 and n_2 the sum of R_1 and R_2 is simply the sum of first $n_1 + n_2$ positive integers.

When the use of the rank sums was first proposed as a non-parametric alternative to the two-sample t-test, the decision was based on R_1 or R_2 , but now the decision is usually based on either of the related statistics:

$$U_1 = n_1 n_2 + \frac{n_1(n_1 + 1)}{2} - R_1$$

$$U_2 = n_1 n_2 + \frac{n_2(n_2 + 1)}{2} - R_2$$

Where n_1 and n_2 are the size of the samples and R_1 and R_2 are the rank sums of the corresponding samples. For small samples, if both n_1 and n_2 are less than 10 (some statisticians say 8) special tables must be used, and if U is smaller than the critical value, H_0 can be related to the standard normal curve by the statistic

$$Z = \frac{U + \frac{1}{2} - \frac{n_1 n_2}{2}}{\sqrt{\frac{n_1 n_2 (n_1 + n_2 + 1)}{12}}}$$

In using this statistic, it is unimportant whether the larger or smaller value obtained from the formulae is used. The values for Z will be numerically equal, but opposite in sign. Note that tied observations are again given the mean of the common ranks.

In order to test in the level of overall satisfaction in online advertisements, the **Mann-Whitney Rank Sum U-Test** has been applied.

TESTING OF HYPOTHESIS I

To test the hypothesis "There is no significant difference between age and overall satisfaction in online advertisement", Mann-Whitney Rank Sum U-test has been applied by using SPSS and the result is presented in the Table 28.

TABLE NO. 28: GENDER AND OVERALL SATISFACTION IN ONLINE ADVERTISEMENT

	Gender	Respondents	Mean rank
Overall satisfaction in online advertisements	Male	112	100.23
	Female	88	100.84
	Total	200	

Source: Computed Primary data

From the Table 28, it is found that the mean rank of male is 100.23 and for female is 100.84. The result of Mann-Whitney Rank Sum U-test is presented in the following Table 29.

TABLE NO. 29: MANN-WHITNEY RANK SUM U-TEST- Hypothesis-I

Overall satisfaction of online advertisements	
Mann-Whitney U	4898.000
Wilcoxon W	11226.000
Z	-.074
Asymp. Sig. (2-tailed)	.941

Source: Computed primary data

From the above results it is found that the significant value for Mann-Whitney Rank Sum U-test is 0.941, which is more than the acceptable level of 0.05. Hence, the null hypothesis is accepted and it is concluded that there is no significant difference between age and overall satisfaction in online advertisement.

TESTING OF HYPOTHESIS - II

To test the hypothesis There is no significant difference between Gender and impact of online advertisements, Mann-Whitney Rank Sum U-test has been applied by using SPSS and the result is presented in the Table 30.

TABLE NO. 30: GENDER AND IMPACT OF ONLINE ADVERTISEMENT

Impact of online advertisements	Gender	Respondents	Mean rank
	Male	112	98.39
	Female	88	103.19
	Total	200	

Source: Computed Primary data

From the Table 30, it is found that the mean rank of male is 98.39 and for female is 103.19. The result of Mann-Whitney Rank Sum U-test is presented in the following Table 31.

TABLE NO. 31: MANN-WHITNEY RANK SUM U-TEST

Impact of online advertisements	
Mann-Whitney U	4691.500
Wilcoxon W	11019.500
Z	-.583
Asymp. Sig. (2-tailed)	.560

Source: Computed primary data

From the above results it is found that the significant value for Mann-Whitney Rank Sum U-test is 0.560, which is more than the acceptable level of 0.05. Hence, the null hypothesis is accepted and it is concluded that there is no significant difference between Gender and impact of online advertisement.

APPLICATION OF KRUSKAL-WALLIS TEST

In order to test in the level of overall satisfaction in online advertisements, the **Kruskal-Wallis Test** has been applied. If several independent samples are involved, analysis of variance is the usual procedure. Failure to meet the assumptions needed for analysis of variance makes its value doubtful. An alternative technique was developed called the Kruskal-Wallis one-way analysis of variance or the H-test. This test helps in testing the null hypothesis that k independent random samples come from identical populations against the alternative hypothesis that the means of these samples are not all equal. As is done in the Mann-Whitney U-test all data are ranked as if they were in one sample, from lowest to highest, the rank sums of each sample are calculated. The H-statistic is calculated from the formula:

$$H = \frac{12}{N(N+1)} \left(\frac{R_1^2}{n_1} + \frac{R_2^2}{n_2} + \frac{R_3^2}{n_3} + \dots + \frac{R_k^2}{n_k} \right) - 3(N+1)$$

When n_1, n_2, \dots, n_k are the number in each of k samples, $N = n_1 + n_2 + \dots + n_k$ and R_1, R_2, \dots, R_k are the rank sums of each sample. If there are ties, the usual procedure is followed, but H is fairly sensitive to ties, so if there are very many of them a correction should be made. The effect of the correction is to increase slightly the value of H, so its use is not imperative. For small samples, H is approximately distributed as Chi-Square with k-1 degrees of freedom.

If the null hypothesis is true and each sample has at least five observations, the sampling distribution of H can be approximated closely with a chi-square distribution with k-1 degrees of freedom.

TESTING OF HYPOTHESIS - III

To test the hypothesis "There is no significant difference between age and overall satisfaction" the Kruskal-Wallis test has been applied by using SPSS and the result is presented in the following Table 32.

TABLE NO. 32: AGE AND OVERALL SATISFACTION IN ONLINE ADVERTISEMENT

satisfaction in online advertisement	Age	No. of Respondents	Mean Rank
	18-26	67	90.57
	27-35	77	109.58
	36-44	40	97.64
	45 and above	16	105.53
	Total	200	

Source: computed primary data

From the Table 32, it is found that the mean rank of 18-26 is 90.57, 27-35 years is 109.58, 39-44 years is 97.64 and for 45 and above years is 105.53. The result of Kruskal- Wallis Test is presented in the following Table 33.

TABLE NO. 33: KRUSKAL - WALLIS TEST

Overall satisfaction in online advertisement	
Chi-Square	4.104
Df	3
Asymp. Sig.	.250

Source: Computed primary data

From the above results it is found that the significant value for Kruskal-Wallis test is 0.250 which is more than the acceptable level of 0.05. Hence, the null hypothesis is accepted and it is concluded that there is no significant difference between age and overall satisfaction in online advertisements.

TESTING OF HYPOTHESIS - IV

To test the hypothesis That There is no significant difference between Education and overall satisfaction in online advertisements, Kruskal-Wallis test has been applied by using SPSS and the result is presented in the following Table 34.

TABLE NO. 34: EDUCATION AND OVERALL SATISFACTION IN ONLINE ADVERTISEMENT

Overall satisfaction in online advertisement	Educational Level	N	Mean Rank
	Below SSLC	23	116.87
	HSC Level	28	104.05
	UG level	72	98.94
	PG level	63	97.75
	Diploma	4	76.62
	Doctorate	10	91.05
	Total	200	

Source: Computed Primary data

From the Table 34, it is found that the mean rank of below SSLC is 116.87, HSC level is 104.05, UG level is 98.94, PG level is 97.75, Diploma level is 76.62 and Doctorate level is 91.05. The result of Kruskal- Wallis Test is presented in the following Table 35.

TABLE NO. 35: KRUSKAL - WALLIS TEST

Overall satisfaction in Online Advertisement	
Chi-Square	3.099
Df	5
Asymp. Sig.	.685

Source: Computed Primary data

From the above results it is found that the significant value for Kruskal-Wallis test is 0.685 which is more than the acceptable level of 0.05. Hence, the null hypothesis is accepted and it is concluded that there is no significant difference between Education and overall satisfaction in online advertisements.

TESTING OF HYPOTHESIS-V

To test the hypothesis "There is no significant difference between income and overall satisfaction in online advertisements", Kruskal-Wallis test has been applied by using SPSS and the result is presented in the following Table 36.

TABLE NO. 36: INCOME AND OVERALL SATISFACTION IN ONLINE ADVERTISEMENT

Overall satisfaction in online advertisement	Income level	N	Mean Rank
	Below 10000	3	73.83
	10001-15000	40	80.80
	15001-20000	61	83.29
	20001-25000	70	126.62
	Above 25001	26	103.94
	Total	200	

Source: Computed Primary data

From the Table 36, it is found that the mean rank of below 10000 is 73.83, 10001-15000 is 80.80, 15001-20000 is 83.29, 20001-25000 is 126.62, and Doctorate level is 103.94. The result of Kruskal-Wallis Test is presented in the following Table 37.

TABLE NO. 37: KRUSKAL - WALLIS TEST

Overall satisfaction in online advertisement	
Chi-Square	25.111
Df	4
Asymp. Sig.	.002

Source: Computed Primary data

From the above results it is found that the significant value for Kruskal-Wallis test is 0.002 which is less than the acceptable level of 0.05. Hence, the null hypothesis is rejected and it is concluded that there is significant difference between Education and overall satisfaction in online advertisements.

9. FINDINGS OF THE STUDY**(1) Customers' information:**

- It is inferred from that most of the respondents 112 (56.00 per cent) are male
- Out of 200 respondents, 77 (38.30 per cent) respondents belong to the age group 27-35
- Out of 200 respondents, 122 (61.00 per cent) of them were unmarried
- It is inferred that most of the respondents (72) 36.00 per cent are UG students
- It is evident that most of the respondents 35.00 per cent have been earning between 20001-25000
- It is evident that majority of the respondents 66.00 per cent are employed
- Out of 132 respondents, most of the respondents 50 (37.88 per cent) of them were private employees
- Out of 68 respondents, 26 (38.24 percent) of them were students
- It is evident that majority of the respondents (103) 51.50 per cent are using internet from their home
- Out of 103 respondents, 48 (46.60 per cent) respondents have been spent to internet per month Rs 1001-1500
- Out of 97 respondents, 45 (46.39 percent) respondents have been using internet from their office
- It is evident that most of the respondents (43.00 per cent) are using internet for 11-20 hours per week
- It is evident that 68 (34.00 per cent) respondents have been occasionally click the online advertisements
- It is evident that 101 respondents have used internet for searching information.
- It is evident that 52 (26.50 per cent) respondents have their internet connection with reliance.

(2) Impact of online advertisements:

- It is found that 123 respondents (61.50 per cent) are strongly agreed with the statement "I support online advertising because it is where creativity is highly appreciated"
- It is found that 120 respondents (60.00 per cent) are agreed with the statement "Online advertising contains a lot of excitement and surprises"
- It is found that 75 respondents (37.50 per cent) are strongly agreed with the statement "Online advertising keeps me up to date about products/ service available in the marketplace"
- It is found that 64 respondents (32.00 per cent) are strongly agreed with the statement "Online advertising is a valuable source of information about sales"
- It is found that 57 respondents (28.50 per cent) are strongly agreed with the statement "Online advertising tells me which brands have the features I am looking for"
- It is found that 50 respondents (25.00 per cent) are agreed with the statement "Most of the time online advertising contains funny characters and is enjoyable"

(3) Credibility:

- It is found that 109 respondents (54.50 per cent) are agreed with the statement "online advertising is believable"
- It is found that 75 respondents (37.50 per cent) are agreed with the statement "online advertising is trustworthy"
- It is found that 75 respondents (37.50 per cent) are Neutral with the statement "online advertising is credible".
- It is found that 75 respondents (37.50 per cent) are agreed with the statement "online advertising is convincing"

(4) Informative:

- It is found that 128 respondents (64.00 per cent) are strongly agreed with the statement "The online advertisement is valuable source of information about products/services".
- It is found that 84 respondents (42.00 per cent) are agreed with the statement "The online advertisement tells me which brands have the features. I am looking for"

- It is found that 57 respondents (28.50 per cent) are strongly agreed with the statement "Online advertising keeps me up to date about products/ service available in the marketplace"
- It is found that 76 respondents (38.00 per cent) are agreed with the statement "Online advertising is a valuable source of information about sales"

(5) Factors influenced to purchase

- It is evident that 167 respondents (83.50 per cent) are Strongly agreed with the statement "Products and services can be browsed at any time"
- It is evident that 123 respondents (61.50 per cent) are Strongly agreed with the statement "24 hours/ 7 days a week access"
- It is evident that 110 respondents (55.00 per cent) are agreed with the statement "Variety of feature"
- It is evident that 100 respondents (50.00 per cent) are agreed with the statement "Prices can be compared"
- It is evident that 60 respondents (30.00 per cent) are agreed with the statement "Features can be compared"
- It is evident that 68 respondents (34.00 per cent) are Neutral with the statement "Quick feedback of the customer"
- It is evident that 63 respondents (31.50 per cent) are agreed with the statement "Customer privacy policy"
- It is evident that 74 respondents (37.00 per cent) are agreed with the statement "Multiple choices"
- It is evident that 62 respondents (31.00 per cent) are agreed with the statement "Can be checked and browsed repeatedly"

(6) Overall customers' satisfaction:

- 72.00 per cent of the respondents are very highly satisfied with "Billing accuracy"
- 54.00 per cent of the respondents are very highly satisfied with "competitive pricing"
- 38.00 per cent of the respondents are highly satisfied with "quick service"
- 42.00 per cent of the respondents are highly satisfied with "making the user happy"
- 38.50 per cent of the respondents are highly satisfied with "preserving the status of the user"
- 36.50 per cent of the respondents are highly satisfied with "being an informative advertisement"
- 31.50 per cent of the respondents are highly satisfied with "level of created interaction"
- 38.50 per cent of the respondents are highly satisfied with "creating motivation"
- 31.50 per cent of respondents are highly satisfied with "preparing potent motivation".
- 32.00 per cent respondents are highly satisfied with "credit of advertisement source"
- 51.50 per cent of the respondents are very highly satisfied with "access to enough data"
- 54.00 per cent of the respondents are highly satisfied with "making user think"
- 32.00 per cent of the respondents are moderately with level of created interaction
- 38.50 per cent of the respondents are highly satisfied with "expressing address and telephone number"
- 31.50 per cent of the respondents are highly satisfied with "knowing life cycle steps of product"
- 39.50 per cent of the respondents are highly satisfied with "brand rate of product"
- 40.00 per cent of the respondents are highly satisfied with "billing clarity"
- 31.50 per cent of the respondents are Moderately with "billing times lines"

(7) Various Platforms of Online Advertisements

- 80.00 per cent of the respondents are highly satisfied with the "Amazon"
- 51.50 per cent of the respondents are highly satisfied with the "Flipkart"
- 51.00 per cent of the respondents are highly satisfied with the "Snapdeal"
- 46.00 per cent of the respondents are satisfied with the "Paytm"
- 38.00 per cent of the respondents are satisfied with the "EBay"
- 33.00 per cent of the respondents are neutral with the "Jabong"
- 37.00 per cent of the respondents are neutral with the "Myntra"
- 32.00 per cent of the respondents are neutral with the "Shopclues"
- 32.00 per cent of the respondents are neutral with the "Homeshop18"
- 26.50 per cent of the respondents are neutral with the "Futurebazaar"

Results of Hypotheses**Mann-Whitney Rank sum U test**

- It is concluded that there is no significant difference between age and impact of online advertisement. (0.941)
- It is concluded that there is no significant difference between Gender and impact of online advertisement. (0.560)

Kruskal-Wallis Test

- It is concluded that there is no significant difference between age and overall satisfaction in online advertisements. (0.250)
- It is concluded that there is no significant difference between Education and overall satisfaction in online advertisements (0.685)
- It is concluded that there is significant difference between Education and overall satisfaction in online advertisements (0.002)

10. RECOMMENDATIONS

- People are not confident in using information provided in a web ad when making a purchase decision and hence do not rely on web ads when making purchase decisions. Web advertisers should try to make people rely on web ads to make purchase decisions.
- It is suggested that the customers should follow all the security tips and instructions given by the company before the placement of their order.
- It is suggested that the online advertisement companies have to deliver more quality products similar in the website
- Online advertisement companies should improve customers' value perceptions about the products.
- Online advertisement websites should be made more attractive and appealing to the customers in order to retain the potential customers.
- Customers disputes to be monitored by online customers support and should be responded and resolved frequently.
- To improve the technological change speed and capacity probably should be more
- Customers should be educated on online advertisement procedures with proper steps to be followed while online shopping.
- The online advertisement websites must improve smart recommendations strategy. At the time of browsing one type of them in a particular brand, the search engine should also give some suggestions about the various other available products in their websites
- The online customers faced the problem of Unethical advertising and No proper return of money. The online advertisement companies have to take steps to avoid these problems.

11. CONCLUSION

People today are modern and in the modern world most of them access to the computer and internet and also interested in online. But few things emerge as the barrier and problem for them to make online advertisement, if the online customers rectify and improve the quality in delivery and provide sufficient information about the products to satisfy the customers, online advertisement in modern era will certainly flourish by satisfying the needs and wants of the customers.

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A STUDY ON FINANCIAL HEALTH OF BALRAMPUR CHINI MILLS LTD., UTTAR PRADESH

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ABSTRACT

Sugar industry is the second largest agro-based industry in India. Livelihood of more than 45 million Sugar-cane farmers and large mass of agricultural labourers involved in sugar-cane cultivation and Harvesting are dependent on the performance of sugar industry. This paper aims at making an analysis of financial health of Balrampur Chini Mills in terms of liquidity, solvency, operational efficiency and profitability. Management practices with professional approach tend to improve the financial performance of sugar factories by implementing some innovative practices to reduce the avoidable cost and generating additional revenues. Ratio analysis is a widely used tool, which is relevant in assessing the performance of a firm in respect of liquidity position, long term, and solvency. In addition to this, it helps to predict the financial distress of the business. To evaluate the financial conditions and performance of a company, the present study is to have an insight into the examination of financial health of the organization by using z score model.

KEYWORDS

Altman's Z score model, financial health, liquidity, solvency, profitability.

INTRODUCTION

Finance is the life-blood of business and there must be a continuous flow of funds in and out of a business enterprise. Money makes the wheels of business run smoothly. Sound plans, efficient production system and excellent marketing network are all hampered in the absence of an adequate and timely supply of funds.

A business firm requires finance to commence its operations, to continue operations and for expansion or growth. Finance is, therefore, an important operative function of business.

A large business firm has to raise funds from several sources and has to utilise those funds in alternative investment opportunities. In order to ensure the most judicious utilisation of funds and to provide a reasonable rate of return on the investment, sound financial policies and programmes are required. Unwise financing can drive a business into bankruptcy just as easily as a poor product, inept marketing or high production costs.

On the other hand, adequate and economical financing can provide the firm a differential advantage in the market place. The success of a business enterprise is largely determined by the way its capital funds are raised, utilised and disbursed. In the modern money-using economy, the importance of finance has increased further due to increasing scale of operations and capital intensive techniques of production and distribution.

In fact, finance is the bright thread running through all business activity. It influences and limits the activities of marketing, production, purchasing and personnel management. The success of a business is measured largely in financial terms. The efficient organisation and administration of the finance function is thus vital to the successful functioning of every business enterprise.

REVIEW OF LITERATURE

Basavraj and Benni, (2005) studied the physical and financial performance of twelve co-operative sugar factories during 2001-02 with the help of Ratio Analysis and Multivariate Econometric Technique Method. The study revealed that the physical and financial performance indicators influenced the total performance of sugar co-operative factories and concluded with a remark that in the total sugar production cost, cane conversion cost was greater than the cane cost.

Mahadev Powa., (1997) analyzed the raising and utilization of finance by co- operative sugar factories (From 1961 to 1993) of five co-operative sugar factories at the micro and the macro level. The objective was to interpret the data with the help of ratios - liquidity, solvency, efficiency and profitability. The findings of the research were, the use of chemical fertilizer made much harm to the soil; there was a need of innovation of modern technology and plant modernization; and there was a need of man power policy, accounting producers and inventory control.

Chandrakant Janardhana Joshi., (1991) analyzed the financial performance of sugar Factories (From 1960 to 1987) in Kolhapur District of Maharashtra. The objectives were to measure the liquidity, solvency, efficiency, working capacity, profitability and socio-economic developments. The study revealed that the financial performance depends on internal and external factors; internal factors are factory maintenance, employee behaviour, liquidity, solvency and profitability. The external factors were social, economic and political. The study concluded with remarks that the units should enhance their equity capital; introduce cane development programme, man power planning and plant modernization.

Dr. A Muthusamy and Muthumeena (2015), Studied financial performance of Selected Private Airlines in India, the study has been used various ratios, mean, standard deviation, coefficient of variance, ANOVA, Correlation and 't'- Test. The study concluded that iet airways and spice jet airways have higher profitability when compared to other selected airlines in India.

NEED FOR THE STUDY

The most important aim of financial analysis is better understanding of firm's position and performance. This study is conducted to assess the financial health and viability of the company.

STATEMENT OF THE PROBLEM

The main objective of business enterprises is to earn profit. It is considered essential for the survival and existence of the business. It is not only for its existence but also for expansion and diversification. To keep an eye on the financial health of a company is not easy task today. It is necessary to benchmark the efficiency of utilisation of capital and assets, return to shareholders as well as predicting financial distress. Hence this study is conducted to assess the financial health of the company.

OBJECTIVES OF THE STUDY

1. To assess the financial health of Balrampur Chini Mills Ltd,
2. To predict the financial soundness of Balrampur Chini Mills Ltd.

RESEARCH METHODOLOGY

The study was concerned with Balrampur Chini Mills Ltd. The study was on the secondary data, which was obtained from the published sources for a period of 5 years from; 2011 to 2015. The collected data was analyzed with the help of ratio analysis and also the Z score analysis has been adopted to monitor financial health of the company to predict as well as to avoid business failure and subsequent bankruptcy.

PROFILE OF THE COMPANY

Balrampur Chini Mills Ltd is one of the largest integrated sugar manufacturing companies in India. Its allied business consists of manufacturing and marketing of Ethyl Alcohol & Ethanol, generation and selling of power and manufacturing and marketing of organic manure. Company has sugar 11 factories located in U.P. having an aggregate crushing capacity of 79,000 tons per day.

PERIOD OF THE STUDY

The analysis is done for the period of 5 years starting from 1st April 2011 to 31st March 2015.

SCOPE OF THE STUDY

The study is conducted to evaluate the financial position of the company. The performance of Balrampur chini Mills Ltd, is judged by its financial statements, which throws light on the financial position of the company. The topic selected for a study is on financial health using Altman's Z score model from the financial year 2011-2015.

RESULTS AND DISCUSSION

The prime objective of financial statement analysis is to spotlight the managerial performance, corporate efficiency, strength and weakness and credit worthiness that would have otherwise seen hidden in confusion of detail.

MEASURING FINANCIAL HEALTH THROUGH RATIO ANALYSIS

Ratio analysis is a widely used tool of financial analysis, with the help of the ratio analysis can know the strengths and weakness of a firm, as well as its performance and current financial position. It provides a clear picture of the financial soundness of a business ratio analysis is typically used to measure liquidity, leverage, activity, profitability and growth. no single ratio calculation can provide a meaningful complete picture of a company's financial position. Keeping the above point in mind, this study uses 'Z' score model, which captures the predictive viability of a company's financial health by using a combination of financial ratios that ultimately predicts score, which are used to determine the financial health of a company.

'Z' SCORE MODEL

Edward I. Altman, a financial economist at New York University's Graduate School of Business, developed a model for predicting the likelihood that a company would go bankrupt. This model uses five financial ratios that combine in a specific way to produce a single number. This number, called the Z= score, is a general measure of corporate financial health. The most famous failure prediction model is Altman's Z-Score Model. Based on Multiple Discriminate Analysis (MDA), the model predicts a company's financial health based on a discriminate function of the firm.

$$Z = 1.2 X_1 + 1.4 X_2 + 3.3 X_3 + 0.6 X_4 + 1.0 X_5$$

Where:

Z = Discriminate function score of a firm

X₁ = Working Capital / total assets

X₂ = Retained earnings / total sales

X₃ = Earnings before interest and taxes / total assets

X₄ = Market value of equity / book value of total liabilities or reciprocal of debt- equity ratio,

X₅ = Sales / total assets.

The Z – score model (developed in 1968) was based on a sample composed of 66 manufacturing companies' with 33 companies in each of two matched pair groups. Altman subsequently developed a revised Z – score model (with revised co –efficient and Z- score cut – offs) which dropped variables X₄ and X₅ (above) and replaced them with a new variable X₄= net worth (book value) / total liabilities. The X₅ variables were allegedly dropped to minimize potential industry effects related to assets turnover.

ALTMAN'S GUIDELINES FOR HEALTHY ZONE

With the help of Altman guidelines, the financial health can be measured.

Altman Guidelines

Situation Z SCORE Zones Remarks

TABLE 1

I	Below 1.8	Not Healthy: Its failure is certain and extremely likely and would occur probably within a period of two years.
II	Between 1.8 and 2.99	Healthy: Financial viability is considered healthy. The failure in this situation is uncertain to predict.
III	3.0 and above	Too healthy: Its financial health is viable and there is no risk of a fail.

TABLE 2: 'Z' SCORE INGREDIENTS

Ingredients Financial ratios	2015-16	2014-15	2013-14	2012-13	2011-12
X ₁ Working capital /Total assets	0.028971	0.042281	0.00306	0.054898	0.030243
X ₂ Retained earnings	0.375724	0.452828	0.398793	0.52117	0.429699
X ₃ EBIT / Total assets	0.792619	0.6636	0.800725	0.567967	0.803617
X ₄ Value equity/Total	0.289416	0.293109	0.313058	0.28944	0.338256
X ₅ Sales/Total assets	0.770287	0.647286	0.785015	0.555366	0.78719

Source: annual reports of Balrampur Chini Mills Ltd.

TABLE 3: VALUE OF 'Z' SCORE

Ingredients Financial ratios	2015-16	2014-15	2013-14	2012-13	2011-12
X1 Working capital /Total assets	0.034765	0.050737	-0.00367	0.065878	0.036292
X2 Retained earnings/ total sales	0.526014	0.633959	0.55831	0.729638	0.601579
X3 EBIT / total assets	2.615641	2.189879	2.642391	1.87429	2.651937
X4 Value equity/total Debt	0.008831	0.00833	0.008415	0.008169	0.010161
X5 Sales/total assets	0.770287	0.647286	0.785015	0.55536	0.192787
Z SCORE	3.955539	3.530191	3.990459	3.233341	4.08716

Source :(annual reports of Balrampur chini Mills Ltd,)

INTERPRETATION

This table reveals the 'Z' score value of Balrampur Chini Mills Ltd, it shows that the 'Z' score value is highest in the year 2011-2012 as 4.08716 and is lowest in the year 2012-2013 as 3.233341. This indicates that the company is too healthy and its financial health is viable.

FINDINGS OF THE STUDY

1. The working capital management of Balrampur Chini Mills Ltd, was above the satisfactory level.
2. Retained earnings to total sales ratios are fluctuating throughout the study period. The firm with average retained earnings to total assets have financed their assets through retention of profits and have utilized as much debt.
3. The debt equity ratio shows a fluctuating trend in the following years. It shows the long term solvency of a firm.
4. Sales to total asset ratio indicates a positive position in the following years. It shows that the companies have the capacity to increase their sales over periods.
5. With the help of 'Z' score model the financial health of Balrampur Chini Mills Ltd, is measured as too healthy and there is no situation to fail in the business.

SUGGESTIONS

Balrampur Chini Mills Ltd. are highly satisfactory and Z score are fluctuating for the years from 2011-12 to 2015-16. So, the organization should concentrate on financial soundness and long term solvency of the organization. If they concentrate, then they can easily predict the losses and it will be overcome in the future.

SCOPE FOR FUTURE RESEARCH

This Study Gives an idea about using Altman's Z Score model for assessing Financial Health and it gives various areas to concentrate like Liquidity, Profitability, Working Capital Management, Capital Structure and Financial Soundness.

CONCLUSION

The financial healthiness of Balrampur Chini Mills Ltd, seems to be highly satisfactory. The firm should take corrective measure to increase the profitability and its performance. On the basis of ratio analysis and 'Z' SCORE MODEL, the researcher can have concluded that the company is too healthy and is financially viable.

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ANNEXURE

Balance Sheet of Balrampur Chini Mills (Rs. in Crore)

	Mar 15 12 mths	Mar-14 12 mths	Mar-13 12 mths	Mar-12 12 mths	Mar-11 12 mths
EQUITIES AND LIABILITIES					
SHAREHOLDER'S FUNDS					
Equity Share Capital	24.49	24.48	24.43	24.43	25.63
Total Share Capital	24.49	24.48	24.43	24.43	25.63
Revaluation Reserves	0.18	0.18	0.18	0.18	0.18
Reserves and Surplus	1,104.78	1,193.84	1,298.44	1,193.50	1,263.55
Total Reserves and Surplus	1,104.96	1,194.03	1,298.62	1,193.68	1,263.73
Total Shareholders Funds	1,129.45	1,218.51	1,323.05	1,218.12	1,289.36
NON-CURRENT LIABILITIES					
Long Term Borrowings	429.79	491.09	226.4	494.66	354.3
Deferred Tax Liabilities [Net]	229.24	264.5	230.6	224.47	224.85
Other Long Term Liabilities	6.1	5.03	3.96	2.93	1.88
Long Term Provisions	2.66	2.35	9.79	10.96	26.52
Total Non-Current Liabilities	667.79	762.98	470.75	733.02	607.54
CURRENT LIABILITIES					
Short Term Borrowings	1,182.83	856.91	1,260.20	1,221.22	1,290.02
Trade Payables	736.17	1,015.39	712.01	617.09	100.57
Other Current Liabilities	182.87	300.38	400.41	416.89	501
Short Term Provisions	3.42	3.02	59.79	2.21	23.3
Total Current Liabilities	2,105.28	2,175.70	2,432.41	2,257.41	1,914.89
Total Capital And Liabilities	3,902.52	4,157.19	4,226.21	4,208.54	3,811.79
ASSETS					
NON-CURRENT ASSETS					
Tangible Assets	1,371.85	1,521.81	1,520.40	1,611.67	1,709.89
Intangible Assets	3.32	0.56	0.74	0.81	0.04
Capital Work-In-Progress	7.56	0.3	5.11	0.43	6.09
Fixed Assets	1,382.74	1,522.67	1,526.24	1,612.91	1,716.02
Non-Current Investments	40.87	40.87	43.23	44.25	3.61
Long Term Loans And Advances	89.06	71.1	66.19	62.09	60.61
Other Non-Current Assets	171.52	171.08	171.08	0.85	1.38
Total Non-Current Assets	1,684.18	1,805.72	1,806.75	1,720.09	1,781.62
CURRENT ASSETS					
Inventories	1,669.25	2,092.29	1,886.57	1,997.79	1,491.31
Trade Receivables	158.61	64.06	181.38	146.96	89.88
Cash And Cash Equivalents	82.18	143.44	191.19	11.47	156.16
Short Term Loans And Advances	30.53	28.29	156.01	159.12	166.35
Other Current Assets	277.76	23.38	4.32	173.11	126.47
Total Current Assets	2,218.34	2,351.47	2,419.47	2,488.45	2,030.17
Total Assets	3,902.52	4,157.19	4,226.21	4,208.54	3,811.79
OTHER ADDITIONAL INFORMATION					
CONTINGENT LIABILITIES, COMMITMENTS					
Contingent Liabilities	45.41	15.36	46.73	14.99	40.47
CIF VALUE OF IMPORTS					
Raw Materials	0	0	0	0	147.28
Stores, Spares And Loose Tools	0.16	1.2	0.41	0.28	0.22
Capital Goods	0.11	0	0	0	0
EXPENDITURE IN FOREIGN EXCHANGE					
Expenditure In Foreign Currency	1.45	2.04	4.73	9.8	20.59

REMITTANCES IN FOREIGN**CURRENCIES FOR DIVIDENDS**

Dividend Remittance in Foreign

Currency	-	8.59	-	3.87	12.4
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EARNINGS IN FOREIGN**EXCHANGE**

FOB Value of Goods	-	-	-	-	49.41
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Other Earnings	-	-	0.14	0.84	-
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BONUS DETAILS

Bonus Equity Share Capital	14.83	14.83	14.83	14.83	15.55
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NON-CURRENT INVESTMENTS

Non-Current Investments

Quoted Market Value	-	-	-	-	-
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Non-Current Investments

Unquoted Book Value	40.87	40.87	43.23	44.25	3.61
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CURRENT INVESTMENTS

Current Investments Quoted

Market Value	-	-	-	-	-
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Current Investments

Unquoted Book Value	-	-	-	-	-
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PROFIT & LOSS ACCOUNT OF BALRAMPUR CHINI MILLS (Rs. in Crore)

	Mar 15	Mar-14	Mar-13	Mar-12	Mar-11
	12 mths	12 mths	12 mths	12 mths	12 mths
INCOME					
Revenue From Operations [Gross]	3,093.21	2,758.71	3,384.03	2,390.31	3,063.22
Less: Excise/Service Tax/Other Levies	106.23	93.76	109.19	80.77	90.83
Revenue From Operations [Net]	2,986.98	2,664.94	3,274.84	2,309.55	2,972.39
Other Operating Revenues	0	0	0	0	4.18
Total Operating Revenues	2,986.98	2,664.94	3,274.84	2,309.55	2,976.57
Other Income	19.08	25.94	42.8	27.74	24.03
Total Revenue	3,006.06	2,690.89	3,317.64	2,337.28	3,000.61
EXPENSES					
Cost of Materials Consumed	2,083.54	2,275.00	2,410.91	2,262.63	3,085.26
Purchase of Stock-In Trade	0	0	0	0	98.94
Changes In Inventories Of FG, WIP And Stock-In Trade	426.41	-184.1	108.05	-487.1	-1,151.19
Employee Benefit Expenses	150.3	141.7	129.46	117.74	167.73
Finance Costs	102.09	117.84	143.87	147.41	148.64
Depreciation And Amortisation Expenses	115.6	109.45	108.26	110.78	168.11
Other Expenses	204.27	218.32	206.55	178.03	257.61
Total Expenses	3,082.22	2,678.22	3,107.09	2,329.50	2,775.10
	Mar-15	Mar-14	Mar-13	Mar-12	Mar-11
	12 mths	12 mths	12 mths	12 mths	12 mths
Profit/Loss Before Exceptional, Extraordinary Items And Tax	-76.16	12.67	210.56	7.78	225.5
Profit/Loss Before Tax	-76.16	12.67	210.56	7.78	225.5
Tax Expenses-Continued Operations					
Current Tax	0	3.6	42.4	1.56	40.16
Deferred Tax	-18.43	33.9	6.13	-0.38	20.97
Tax For Earlier Years	0	-28.47	0	-0.03	-0.04
Total Tax Expenses	-18.43	9.03	48.53	1.16	61.09
Profit/Loss After Tax And Before ExtraOrdinary Items	-57.73	3.64	162.03	6.62	164.41
Profit/Loss From Continuing Operations	-57.73	3.64	162.03	6.62	164.41
Profit/Loss For The Period	-57.73	3.64	162.03	6.62	164.41
	Mar-15	Mar-14	Mar-13	Mar-12	Mar-11
	12 mths	12 mths	12 mths	12 mths	12 mths
OTHER ADDITIONAL INFORMATION					
EARNINGS PER SHARE					
Basic EPS (Rs.)	-2	0	7	0	6
Diluted EPS (Rs.)	-2	0	7	0	6
VALUE OF IMPORTED AND INDIGENIOUS RAW MATERIALS					
Imported Raw Materials	0	0	0	0	217.2
Indigenous Raw Materials	2,083.54	2,275.00	2,410.91	2,262.63	2,868.06
STORES, SPARES AND LOOSE TOOLS					
Imported Stores And Spares	0.16	0.07	0.02	0.14	0.19
Indigenous Stores And Spares	25.53	22.21	21.16	20.91	26.46
DIVIDEND AND DIVIDEND PERCENTAGE					
Equity Share Dividend	0	0	48.86	0	19.11
Tax On Dividend	0	0	8.3	0	3
Equity Dividend Rate (%)	0	0	200	0	75

DIMENSIONS OF JOB SATISFACTION AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT THE SRI LANKA ADVANCED TECHNOLOGICAL EDUCATION (SLIATE)

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ABSTRACT

Job satisfaction is an important and a very challenging issue in the higher education system. The academics' job satisfaction is very important to produce high-quality students in the Sri Lanka Advanced Technological Education. Employee job satisfaction and dissatisfaction significantly affect citizenship behavior within an organization. The research was designed to study the different perspective of employee job satisfaction and its effects on organizational citizenship behavior using Herzberg's two-factor theory. A structured questionnaire with five-point Likert scales was used to collect data. 137 respondents were selected using the stratified random sampling from a population of 225 academics from eighteen Advanced Technological Institutes in Sri Lanka. Pearson Correlation Coefficient and multiple Regression were used to obtain the results. The results indicated that there was a significant positive relationship between organizational citizenship behavior and Dimensions of job satisfaction among academics at 0.01 significant level (2-tailed). The findings of the research revealed that motivational and hygiene factors were having a significant positive association with Organizational Citizenship Behavior of the academic staff of the Sri Lanka Advanced Technological Education.

KEYWORDS

job satisfaction, organizational citizenship behavior, SLIATE.

1. INTRODUCTION

Educators' job satisfaction is important as it has a direct impact on students' achievement and their future career (Pitkoff, 1993). Likewise "Academic staff is the key stakeholder in the Sri Lanka Institute of Advanced Technological Education (SLIATE) and their job satisfaction is very important to produce quality students" (Antony and Elangkumaran 2014). Academic job satisfaction (JS) and dissatisfaction significantly affect citizenship behavior within an organization. Hence it is useful to analyze the dimension's job satisfaction and its impact on organizational citizenship behavior (OCB) in the SLIATE. Accordingly, the scope of the research is OCB while the coverage of the research is the dimensions of JS at SLIATE.

2. REVIEW OF LITERATURE

2.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

"Organ (1988, p.4) stated OCB as individual behavior that was discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

Organizational citizenship behavior can be defined as the voluntary behavior that is not explicitly recognized by the organization's formal reward system and, in general, makes the responsibility level of the individual promoted in the organization (Allameh, 2001).

Allen & Rush (1998) confirms that OCB becomes important as they assist in achieving organizational goals and contributing to its effectiveness and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases (Podsakoff & MacKenzie, 1997).

Podsakoff, Ahearne, and MacKenzie (1997) summarized the relationship with OCB and organizational performance. Accordingly, OCB diminish the need to devote scarce resources to functions maintenance (Organ, 1988); also it opened up those resources for more productive purposes (Borman and Motowidlo, 1993); similarly, it used to enhance the productivity of coworkers and managerial staff (MacKenzie, Podsakoff, and Fetter, 1993; Podsakoff and MacKenzie, 1994) and finally it helped to facilitate the coordination of activities between team members and across work groups (Karambayya, 1989).

William & Andersons (1991) suggested OCB as a two-dimensional construct. I.e. OCB-I (Individual) & OCB-O (Organization). OCB-I was the behaviors that immediately and indirectly contributed to the organization (e.g.: - Advice, coach, or mentor a co-worker, Lend a compassionate ear when someone had a work problem). OCB-O: - OCB-O was the behaviors benefit the organization in general (e.g. Helped peers to learn new skills or shared job knowledge.). Previous research categorized the OCB-I dimension as altruism and OCB-O as generalized compliance. (Podsakoff, MacKenzieS., Paine, & Bachrach, 2000)

2.2 JOB SATISFACTION

"Job satisfaction is the most frequently studied variable in organizational behavior" (Spector, 1997). Employee job satisfaction is "a positive feeling about a job, resulting from an evaluation of its characteristics" (Robbins & Judge, 2014). An employee with a high level of job satisfaction holds positive feeling about his or her job, while a dissatisfied employee holds negative feelings. Job security, organizational financial stability, degree of responsibility, opportunities for achievement and advancement, employee recognition, the nature of the job itself and growth are major satisfiers (Robbins & Judge, 2013.)

Job satisfaction is a complex phenomenon and researchers do not view it as a unitary concept, rather they consider it as a construct with multiple facets (Cranny, et al., 1992). There are many factors affecting to an employees' job satisfaction. Frederick Herzberg's two-factor theory identified that there were two types of factors in the workplace such as motivational factors and hygiene factors.

Motivators are more concerned with the actual job itself and that give positive satisfaction. These factors are inherent from intrinsic conditions of the job itself, such as achievement recognition, responsibility, advancement and growth. These factors are called satisfiers and intrinsic factors. Hence these factors intrinsically rewarding.

Herzberg (1966) used the term "hygiene" in the sense that these are considered maintenance factors. These are extrinsic to the work itself. They can be a cause of job dissatisfaction unless appropriately applied by an organization. Hygiene factors include company policies, compensation, relationships with co-workers and supervisors, work condition and job security.

DIMENSIONS OF JOB SATISFACTION

2.2.1 MOTIVATIONAL FACTORS

2.2.1.1 RECOGNITION

Staffs at all levels of the organization want to be recognized for their achievements on the job. Taking the time to acknowledge individual successes of a job can increase the likelihood of employee satisfaction. Constructive feedback enhances an employee's self-confidence and keeps them working in the right direction.

2.2.1.2 RESPONSIBILITY

Giving employees the freedom of ownership of their work or job autonomy may help to raise employee job satisfaction. Dole and Schroeder (2001) found that job satisfaction increased and the intent to quit decreased as levels of authority over the job grew.

2.2.1.3 ACHIEVEMENT

As per Herzberg, organizations have to ensure employees are in the proper positions to utilize their talents to enhance satisfaction. Organizations have to set clear, achievable goals and standards for each position, and regularly communicate them to employees, so they can felt a sense of achievement and challenge. However, challenges should not be overloaded, too problematic or impossible.

2.2.1.4 ADVANCEMENT

A room to advance will help to ensure job satisfaction. Vroom (1964) found that job satisfaction was directly related to the extent that jobs provide individuals with rewarding outcomes. He suggested that promotional opportunities were important to a worker's satisfaction with the job.

2.2.1.5 GROWTH

Most of the employees remain and satisfied when there are opportunities for personal growth. Alderfer (1972) emphasized that 'Satisfaction of growth needs depends on a person finding the opportunity to be what he or she is most fully and become what he or she can.'

2.2.1.6 JOB ITSELF

The job itself is a vital factor affecting to employees' job satisfaction. Locke (1976) stated that, "Job satisfaction is enhanced by the task that is mentally challenging but allows individual to experience success, and is personally interesting". Hackman and Oldham (1976) noted that "People with high esteem need look for a job that is meaningful and they are satisfied when they get it".

2.2.2 HYGIENE FACTORS**2.2.2.1 COMPANY POLICIES**

Company policies are documented set of comprehensive guidelines, formulated after an analysis of all internal and external factors that can affect a firm's objectives, procedures and strategies. In 1976 Locke has identified that there should be clear policies and strategies in the organization which made easy for employees to understand their goals and objectives etc., otherwise it may lead toward dissatisfaction.

2.2.2.2 RELATIONSHIP WITH SUPERVISORS

A positive supervisor-employee relationship stimulates the quality of two-way communication, trust, and performance while increasing job satisfaction, organizational commitment, and lower intentions to quit (Harris, Harris & Eplion, 2007). Bruce and Blackburn (1992) graded good managerial relations second among variables affecting job satisfaction. Vroom (1982) further stated that there is considerable evidence demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors.

2.2.2.3 RELATIONSHIP WITH CO-WORKERS

Co-worker relationships are a benefit to the organization; given that, teamwork is a very important aspect of organization productivity and success. Locke (1976) stated that friendly and supportive co-workers led to increased job satisfaction. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. The absence of co-worker relationships in the workplace has a negative effect on job satisfaction (Luthans, 1998).

2.2.2.4 RELATIONSHIP WITH SUBORDINATES

Relationships with subordinates have a significant influence on employee job satisfaction. Two-way communication is essential for a successful organization because it fills the gap between superior and subordinates by increasing the levels of job satisfaction, trust and support.

2.2.2.5 COMPENSATION

Compensation consists of all of the tangible things such as rewards and benefits that employee's get in return for working. Over the years, many studies have found out that wages and salaries are the major factors of job satisfaction (Abdullah et al., 2011). According to Luthans (1998), Employees often see pay as a reflection of how management views their contribution to the organization. Lai (2011) noted that an efficient compensation system results in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. Locke (1976) further stated that "When pay is seen as fair based on job demands, individual skill level, community pay standards, satisfaction is likely to result".

2.2.2.6 JOB SECURITY

Job security gives the assurance or confidence to remain in the current job or the organization. Job security is also affected by a worker's performance, the success of the business, nature of the industry, the attitude of the management and the current economic environment. In times of economic uncertainty, job security is the most critical factor which determines employee's job satisfaction. However, organizational instability and ongoing change with potentially negative consequences undermine job security (Cooper, 2006).

2.2.2.7 STATUS

Herzberg defined this factor is any consideration that would enhance an employee's sense of importance, prominence, or position in life. Examples would be a big office, the company provided office transportation or any other special benefits that would distinguish one employee from another (Herzberg et al., 1959; Herzberg, 1966). Several studies have found a positive correlation between status and job satisfaction (Rostamy, Hosseini, Azar, Khaef-Elahi, & Hassanzadeh, 2008)

2.2.2.8 WORKING CONDITIONS

Bass (1965) claimed that job satisfaction lies in the need-satisfying potential of the job environment. If the working condition is satisfactory, the workforces will find it easier to carry out their job. In additionally, Hodgetts (1991) stated that "Where working conditions are good, comfortable, and safe, the setting appears to be appropriate for reasonable job satisfaction and the situation with respect to job satisfaction would be bleaker if working conditions were poor".

3. IMPORTANCE OF THE STUDY

The findings of the research will be very significant for SLIATE administrative officers (Director General, Deputy Director General Admin and Finance, Deputy Director General Planning and Research) who play a vital role in designing job specification and determining satisfiers and dis-satisfiers leading to academic job satisfaction.

The findings of the research will also be useful for individual Directors to alter their system to increase the efficiency of academic members which could enable them to offer extrinsic and intrinsic rewards to obstruct high turnover, absenteeism and job stress which could lead to increase OCB.

The results will be useful at the national level within the framework of economic development. Policy makers at the national level could make use of these findings which would be a good raw material for them to develop national policies in order to upgrade the SLIATE to the international level.

4. STATEMENT OF THE PROBLEM

Job Satisfaction is one of the major topics discussed in the OCB in the past few decades. Machado-Taylor, Meira Soares, & Gouveia (2010) identified that the teaching faculties' job satisfaction has a direct correlation and contribution to student satisfaction and learning. Stewartg (2004) identifies that once the level of job satisfaction increases, both personnel and organizations will achieve their goals and will thus be more successful.

The academic level of JS considerably affects citizenship behavior in the SLIATE. Satisfied academics were not limited to the job description and perform their usual job duties. They provided innovative suggestions to improve their organization and helped other co-workers to solve specific problems. Some of the academics corporate in extracurricular activities even though their attendance is not necessary and voluntarily supports the administrative function of the organization. When the employees are dissatisfied they likely to talk negatively about the organization and not willing to share resources and provide assistance to their coworkers. Hence, satisfied academics perform positive OCB and dissatisfied academics perform negative OCB in the higher education sector.

As far as the literature concerned, there are no studies have been done on the OCB of the academics in SLIATE. Various studies have been done with regards to the OCB and job satisfaction in developed countries and undeveloped countries in different sectors and different areas but no studies been done with regard to the academic staff in higher educational institutes in the context of Sri Lanka. Thus, the aim of this study is to do a research in the context of SLIATE and contribute to the international literature with the findings from Sri Lanka.

5. OBJECTIVES

1. To identify the possible factors which influence employee job satisfaction of the academic staff.
2. To analyze the factors, which influence the job satisfaction of the academic staff.

3. To identify the impact of job satisfaction toward organizational citizenship behavior.
4. To offer possible recommendations to the corporate managers and policymakers in relevant organizations to mitigate their relevant policies especially HR policies to increase Organizational Citizenship Behavior.

6. HYPOTHESES

There is a strong positive relationship between employee job satisfaction and Organizational Citizenship Behavior.

Motivational factors have a significant positive influence on Organizational Citizenship Behavior

Hygiene factors have a significant positive influence on Organizational Citizenship Behavior

7. RESEARCH METHODOLOGY

7.1. POPULATION AND SAMPLING TECHNIQUE

The population consists of the academic staff consisting Senior Lecturers, Lecturers and Assistant lecturers in the SLIATE. Random sampling was used in this study. The sample was selected based on Sekaran (2003), Total 137 responses were obtained for the purpose of this study.

7.2. MEASUREMENT

A structured questionnaire was used to collect data. It consisted of three parts. Section-A to collect the demographic characteristics of the respondents. OCB was measured in the section- B by using 10 items that were adapted from Spector, P. E., Bauer, J. A., & Fox, S. (2010). Section- C used to measure the JS. The scales used to measure them were developed by Ewen et al. (1966), Graen (1966), House and Wigdor (1967), Lindsay et al (1967), Maidani (1991), and Pizam & Ellis (1999), Teck-Hong & Waheed (2011) Klassen, Usher, and Bong (2010), and Tang et al. (2004) used in research paper where they tested Two-Factor theory on the Malaysian retail sector.

7.3. MODE OF ANALYSIS

Bivariate correlations then applied to calculate the relationship between OCB and JS as well as JS and Motivation factors and Hygiene factors. Multiple Linear regression was then executed to estimate the value of the dependent variable of OCB based on the independent variable of JS. Model assumptions were checked for accuracy.

8. RESULTS & DISCUSSION

8.1 CORRELATION ANALYSIS

TABLE 8.2.1: PEARSON CORRELATION RESULT

	OCB	Job Satisfaction	Motivation Factors
Job Satisfaction	.801**		
Motivation Factors	.650**	.911**	
Hygiene Factors	.764**	.823**	.516**

Table 8.2.1 shows the results of Pearson correlations that measure the relationship between OCB and overall JS and dimensions of JS. Job satisfaction, Motivational Factors and Hygiene factors have a positive relationship with OCB with a correlation coefficient of (0.801, 0.650 and 0.764 respectively). Thus there is a significant association between the OCB and JS as well as the dimension of JS. Job satisfaction and its dimensions have a strong significant positive relationship with each other. Motivation factors and JS was strongly positively correlated with a correlation coefficient of 0.911 at 1% level. Furthermore, hygiene factors and JS indicates a strong positive correlation with a coefficient of 0.823 at 1% level.

TABLE 8.2.2: CORRELATION BETWEEN OCB, JOB SATISFACTION AND MOTIVATIONAL FACTORS

	Recognition	Responsibility	Achievement	Advancement	Growth	Job itself	Job satisfaction
Responsibility	.414**						
Achievement	.298**	.324**					
Advancement	.151	.306**	.299**				
Growth	.102	.280**	.283**	.913**			
Job itself	.236**	.342**	.066	.286**	.254**		
Job satisfaction	.584**	.680**	.525**	.626**	.606**	.490**	
OCB	.407**	.459**	.369**	.424**	.419**	.449**	.745**

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Table 8.2.2 revealed that correlation values between the dependent variable OCB and its predictor variables of motivational factors have a significant correlation in terms of recognition (0.407), responsibility (0.459), achievements (0.369), advancement (0.424) growth (0.419) and job itself (0.449.13) at 1% significant level. Further table 4.3.2 indicates that all the motivational factors have a positive linear correlation with the JS i.e. recognition (0.584), responsibility (0.680), advancement (.0.525), achievement (0.626), growth (0.606) and job itself (0.490) at 1% significant level.

TABLE 8.2.3 CORRELATION BETWEEN OCB, JOB SATISFACTION AND HYGIENE FACTORS

	Company policy	Relationship with supervisor	Relationship with co-worker	Relationship with subordinates	Compensation	Status	Working condition	Job security	Job satisfaction
Relationship with supervisor	.129								
Relationship with coworker	.197*	.315**							
Relationship with subordinates	.222**	.449**	.376**						
Compensation	.138	.108	-.016	.258**					
Status	.002	.174*	.184*	.224**	.248**				
Working condition	.200*	.268**	.258**	.416**	.302**	.195*			
Job security	-.069	.260**	.187*	.104	.109	.298**	.186*		
Job satisfaction	.405**	.510**	.392**	.679**	.495**	.270**	.505**	.311**	
OCB	.274**	.440**	.396**	.706**	.413**	.278**	.548**	.333**	.801**

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Table 8.2.3 shows that despite other hygiene factors there is a significant positive relationship with dependent variable OCB at 1% significant level. There was a significant positive relationship between relationship with company policy (.274), relationship with supervisors (.440), relationship with subordinates (.396), relationship with co-worker (.706), compensation (.413), status (.278), working conditions (.548) and job security (.333) with OCB. Table 8.2.3 further deduces that all the hygiene factors have a notable positive linear correlation with the JS at 1% significant level i.e. company policy (.405), relationship with supervisors (.510), relationship with subordinates (.392), relationship with co-worker (.679), compensation (.495), status (.270), working conditions (.505) and job security (.311).

8.3 MULTIPLE LINEAR REGRESSION ANALYSIS

TABLE 8.3.1 THE RELATIONSHIP BETWEEN DIMENSIONS OF JOB SATISFACTION AND ORGANIZATION CITIZENSHIP BEHAVIOR

variable	Beta- coefficient	t -Value	prob.-value
Constant	-.813	6.167	.002
Motivation Factors	.354	6.020	.000
Hygiene Factors	.833	10.267	.000

R-square 0.678 Adjusted R-Square 0.673 F-statistics 140.006

Table 8.3.1 indicates that the independent variables explain a slight degree of the variance in employee OCB ($R^2 = 0.673$). Additionally, the regression coefficient results of each individual predictor show a significant positive relationship between Motivation factors and OCB ($\beta = 0.354$, $p = 0.000$) and between Hygiene factors ($\beta = 0.833$, $p = 0.00$). Thus, it can be concluded that the 63.8 % of the variance in OCB is due to the variances in Motivation factors and Hygiene factors of job satisfaction.

9. FINDINGS

The Present study revealed that there was statistically significant positive the association between OCB and JS. However, JS only accounted for 67.3 % of the variance in OCB. Hence, it showed that there are other factors that influence OCB and JS in academics in SLIATE. It could mean that other factors such as pay structure, quality of life, work-life balance, job characteristics, congruence with personal values and perceptions of institutional values organizational culture and social factors could have an impact on OCB and JS separately.

The findings of the present study indicated that motivational factors and hygiene factors of JS are significant positive influence with OCB. This result is consistent with previous research (Lee & Allen, 2002). The results of the regression analysis also revealed that motivational factors are a statistically significant predictor of OCB. It has been found that there is a significant positive relationship between recognition and responsibility with OCB which has supported by Werner (1994) and Allen and Rush (1998). In addition to above, there is a significant positive association between achievement, advancement, growth and job itself with OCB.

Additionally, the results of the regression analysis also revealed that hygiene factors are a statistically significant predictor of OCB. The present findings indicated that there was a significant positive relationship with company policy, status and job security. Results further indicated there was a significant relationship with supervisors, relationship with subordinates, and relationship with a co-worker with OCB which consist with the research of Podsakoff et al. (2000). In addition to that, the findings showed that there was a significant positive relationship with compensation, working conditions and OCB.

10. RECOMMENDATIONS

SLIATE can reward citizenship behavior by focusing on the extent to which academics engage in such behavior in addition to their prescribed job duties. They should prepare inbound training and outbound training for the Managers, Directors and Department heads' to improve their HRM abilities and leadership skills to enhance citizenship behavior towards their subordinates. Further management can educate the importance of OCB in organizational and sectional level. Recruit graduates who have actively participated in the life of their academic institutions. Consequently, SLIATE can use situational interviews to identify which applicants are most willing to engage in citizenship behaviors. Improve academic compensation so that they can achieve a high level of job satisfaction and gain employee commitment to perform the extra-role behavior. SLIATE can select lecturers with high skill sets and preference for OCB to appoint as mentors or councilors for students to improve their performance. It is recommended to administrators of the organization to increase the academic job satisfaction to provide more organizational citizenship behaviors. For that SLIATE can create a flexible and family-friendly workplace for academics. Management should recognize academic staff's individual learning or professional training needs and be supportive of their continuing education. Academics may be provided the opportunity for achievements and may be encouraged through rewards, incentives and promotion on their performance to facilitate job satisfaction. The organization should implement a system that measuring of job satisfaction and work performance on regular basis and guidance to improve the skills and competencies that can create more job satisfaction and better work performance. Provide a comfortable working environment with up-to-date facilities for the academics.

11. CONCLUSIONS

The objective of this study was to identify the impact of JS OCB on job satisfaction in SLIATE. 137 academics were randomly selected for the study. Questionnaire in the English language was developed based on the related literature review and the Cronbach alpha coefficient for overall questionnaire items are 0.824. Correlation analysis was done between dimensions of job satisfaction and OCB. In the study undertaken it depicts that OCB and JS is 67.8% correlated and the value of adjusted R square is 0.673 and it states that 67.3% variance in OCB (dependent variable) is caused by JS (independent variable) in the sample data set. The result supports the hypothesis of JS of employees significantly positively related to OCB. Findings also lead to conclude that both motivational and hygiene factors are important variables in predicting the OCB in the SLIATE. Future research should aim to collect longitudinal to minimize the effects of common-method bias and carried with widened scope such as the demographic considerations may be taken into account in the analysis. The study may be carried out for other sectors and industries.

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A STUDY ON 'ECONOMIC AND INDUSTRIAL DEVELOPMENT' ROLE OF TAMILNADU INDUSTRIAL INVESTMENT CORPORATION IN RAMANATHAPURAM DISTRICT

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ABSTRACT

A manufacturing business concern requires the moneys for buildings, machinery, equipment and other fixtures before it can commence the business operation as a capital. Money also main sources to require for purchase of raw materials, to pay salaries and wages of employees, to produce or hire power to operate the machines. An important problem faces by every small scale industry in the country due to lack finance. The problem of finance in the small scale sectors is mainly due to two reasons. Firstly, it is partly due to scarcity of capital in the country as a whole. Secondly it is partly due to weak credit worthiness of small units in the country. Due to their weak economic condition, they have to find it very difficult to take financial assistance from any financial institutions. The availability of institutional support helps to make the good economic environment more conducive to business or industry. A package of policy measures was announced by Government of India in 2006 for strengthening and promoting the micro and small enterprises sector in our country.

KEYWORDS

economic and Industrial development of TIIC.

INTRODUCTION

The financial system in India including all banks and other financial institutions solves the problem of allocating resources and reducing information and transactions costs by agglomerating capital from many small savers, allocating capital to the most important uses and monitoring to ensure that it is being used properly. Therefore, the financial sector is one of the most important tools for economic sectors so, we are considered as all financial institutions are the brain of the economy.

Financial Institutions have played a vital role in accelerating the growth of our economy. Financial institutions and financial instruments play an important and useful role in mobilizing and channelizing the savings of the community in an efficient and effective manner. Allocation of financial resources among competing sources in an optimum way becomes all the more important in an economy. The growth of an economy is balanced with the growth of financial institutions. In developing countries like India it is considered to be the responsibility to the government and central bank to play a vital role in setting up of complex financial institutions to achieve the goals of development in tune with national priorities.

TAMILNADU INDUSTRIAL INVESTMENT CORPORATION (TIIC)

The TIIC Limited was registered under the Indian Companies Act on March 26, 1949 but commenced its operation on September 1, 1949. Until 1971, it was named as the Madras Industrial Investment Corporation (MIIC) limited.

IMPORTANCE OF TIIC

TIIC is a consistent profit-making Finance Corporation which provides financial helps to small-scale and medium-scale industries. It renders financial assistance for the acquisition of fixed assets, for setting up of new units, for expansion, diversification and renovation and for the purchase of energy equipments for its existing units. It is the single largest institution at the state level to provide term loans to small-scale industrial units. It has promoted as number of textile, paper mills, cement, chemical, leather, food, building materials, and agro-based and engineering industries. Small-scale industries which generate more employment at lesser investment occupy a prime place in the TIIC's operation. TIIC extends loans up to Rs. 900 lakhs for a single industrial project for acquiring fixed assets like land, building and machinery. Every year it sanctions loans from 5000 to 6000 loans ranging from Rs. 600 lakhs to Rs. 900 lakhs.

OBJECTIVES AND FUNCTIONS OF TIIC

The main objective of the TIIC is to assist for the promotion and development of small and medium scale industries in rural area. From the beginning, small-scale sector continues to gain more and more from TIIC. The role of TIIC is financing to small-medium scale industrial units and providing the services also rendered by it. The total units assisted, 95 percent were from small-scale sector. To achieve the above objective, TIIC performs the following functions.

- TIIC offers medium and short-term financial assistance to SSI and SRTIO.
- It guarantees loans raised by industrial units on certain conditions.
- It underwrites or subscribes to the issue of shares and debentures of assisted industries.
- It implements the subsidy schemes of the central and state governments.
- It guarantees payments on behalf of the industrialists on the purchase of equipment on a deferred payment basis to firms and suppliers within India.
- It makes efforts to rehabilitate sick units.
- It channelizes ADB line of credit.
- It obtains foreign exchange loans for industries from the World Bank through IDBI by line of credit to import machinery and technical know-how.
- It makes loans and advances to industries in collaboration with Central Financial Institutions like IDBI, IFC, and ICICI.
- It acts as an agent of the state and central governments for promoting industrial ventures.

OBJECTIVES OF THE STUDY

The general objective of the present study is to analyse the "Economic and Industrial development" the role of TIIC in Ramanathapuram District" in Tamilnadu.

The specific objectives are:

1. To assess the general factors related to socio-economic background and family characteristics of beneficiaries in the study area of Ramanathapuram district in Tamilnadu.
2. To discuss the TIIC credit facility to Economic and Industrial development and problems faced by the TIIC officials and beneficiaries in the district.
3. To review the structure and various schemes of TIIC.
4. To assess the concentration of TIIC credit for industrial and non-industrial categories.
5. To give suggestions on the basis of the findings of the study.

HYPOTHESES OF THE STUDY

The formulated hypotheses are:

1. Those options of the respondent are equal to the influence factor.
2. There is significant relationship between family business and government concessions of the respondents.

3. There is significant relationship between high profit and small investment.
4. There is significant relationship between high profit and ambition to become an entrepreneur
5. There is significant relationship between technical qualification and previous experience of the respondents.
6. Correlation between the percentage value of savings and expenditure pattern of the respondents.

RESEARCH METHODOLOGY

COLLECTION OF DATA

For the present study both primary and secondary data were used, regarding the primary data interview schedule was designed to collect the data related to the borrowers and TIIC officials.

PRE-TEST

A pre-test was conducted for testing the adequacy to the questions included in the schedule, and also the irrelevance and supplication of entry. The questions were suitably modified to make the schedule more effective. The objective of pre-testing is to detect the discrepancies that have crept in and to remove them after necessary modifications in the schedule. Pre-testing helps in enriching the design of the schedule and assists in testing the validity and reliability of statistical technique to be adopted for the data processing and analysis.

PRIMARY DATA

The primary data was collected by personal interview method, The general objective of the study namely "Economic and Industrial development: The Role of TIIC in Ramanathapuram District" during 2014-2015. All the beneficiaries during 2014-2015 were considered with respect to primary Data and census method was followed in the study. Regarding primary data, the details of all the beneficiaries were obtained from them through direct survey. Schedules were filled up by the investigator on the basis of the firsthand information provided by the beneficiaries. Proper cross checking also was made to avoid inconsistency. The Interview Schedule covered the particulars of the household, credit scheme by the beneficiaries, loan amount sought by the beneficiaries, amount sanctioned and disbursed, rate of interest, repayment schedule, income and employment generation and problems faced by the beneficiaries. The Interview Schedule also covers the details of problems faced by the corporation and suggestion given by corporation officials for the improvement of the corporation. There were 137 sanctions during the year 2016-2017. Though all these sanctions were effective those were 45 Small Road transport operators, 28 Food manufacturing industries, 18 Paper and paper products, 12 Textiles and the remaining 34 units including 5 Agro-based industries, 12 hotel industry, 5 miscellaneous manufacturing industries, 5 wood and cork units, 2 plastic units, 2 chemical products, 1 metal product unit, 1 printing unit and 1 stone quarrying unit.

SECONDARY DATA

Secondary data regarding sanction, disbursement recovery and outstanding position of all types of loans were collected from the Annual Reports and Operational Statistics of TIIC Chennai and various office records of the branch office of TIIC, Madurai.

PERIOD OF STUDY

The field investigation and data collection regarding the beneficiaries and corporation officials were carried out during the period of one year (2016-2017)

TOOLS OF ANALYSIS

The following were the tools used to analyse the data collected for the study.

AVERAGE

Simple arithmetic mean is applied to calculate the average number of beneficiaries

PERCENTAGE ANALYSIS

It is an important analysis carried out in any study in social sciences mainly to ascertain the distribution of respondents under each category. As the values are expressed in percentage it facilitates comparison on a common platform.

KRUSKAL-WALLIS TEST

The **Kruskal-Wallis one-way analysis of variance** by ranks is a non-parametric method for testing whether samples originate from the same distribution. It is used for comparing more than two samples that are independent, or not related.

SIMPLE CORRELATION

Simple correlation analysis was carried out to establish the association or the strength of relation between pairs of variables.

ANALYSIS OF VARIANCE

It is an extension of 't' test used to test the equality of several means. In this study the analysis of variance in one-way classification was employed to assess whether there exists significantly different between the different variables.

Chi-square Test (χ^2)

The (χ^2) test is one of the simplest and most widely used non-parametric test in statistical work. The quantity (χ^2) describes the magnitude of the discrepancy between theory and observation.

DATA ANALYSIS AND INTERPRETATION

TESTING OF HYPOTHESIS-I

An attempt was made to find out whether there is correlation between the percentage value of Sources of Saving and Expenditure Pattern of the respondents.

TABLE No 1: CORRELATION TABLE

X	Y	X ²	Y ²	XY
63.1	69.6	3981.6	4830.2	4385.45
13.8	5.1	190.4	26.0	70.38
15.4	0.1	237.1	0.01	1.54
5.3	0.5	28.0	0.25	2.64
2.4	19.6	5.76	3.84	47.04
0	3.1	0	9.61	0
0	2.0	0	4.41	0
100	100	4442.86	4874.32	4507.06

'X' is considered as Sources of Saving of the respondents.

'Y' is considered as Expenditure Pattern of the respondents.

$$\begin{aligned}
 X &= \frac{N \sum xy - \sum x \sum y}{\sqrt{[N \sum x^2 - (\sum x)^2][N \sum y^2 - (\sum y)^2]}} \\
 &= \frac{7 \times 4507.06 - (100 \times 100)}{\sqrt{[7 \times 4442.86 - (100)^2][7 \times 4874.32 - (100)^2]}} \\
 &= \frac{31549.4 - 10000}{\sqrt{[31100.0 - 10000] \times [34120.2 - 10000]}}
 \end{aligned}$$

$$\begin{aligned}
 &= \frac{21549.4}{\sqrt{21100 \times 24120.2}} \\
 &= \frac{21549.4}{508936220} \\
 &= \frac{21549.4}{22559.6} \\
 &= 0.95
 \end{aligned}$$

Inference

From the result we can see that the value is positive correlation co-efficient. "r" would be between 0 and 1. The larger value of the stronger is correlation. Here the value is positive there is strong correlation between the percentage value of Sources of Saving and Expenditure Pattern of the respondents.

TESTING OF HYPOTHESIS-II**DISTRIBUTION SHOWING ORDER OF INFLUENCING FACTOR BY USING KRUSKAL WALLIS TEST or (H TEST)**

I) Using kruskal wallis test at 1% level of significance

Null hypothesis: (H_0) those opinions of the respondents are not equal to the influence factor

Alternative hypothesis: (H_1) that opinions of the respondents are equal to the influence factor

TABLE 2

Sl. No.	Influencing factor	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree
1	Family Business	178	99	-	25	18
2	Government Concession	66	25	30	121	78
3	Higher Profit	24	130	34	87	45
4	Provision of Raw material	63	27	30	104	96
5	Small Investment	42	113	39	72	54
6	Adequate market potential	78	84	35	99	24
7	Technical Qualification	6	18	114	159	23
8	Previous Experience	42	63	8	120	87
9	Desire to be independent	114	81	18	62	45
10	Ambition to become an Entrepreneur	189	105	-	26	-
11	Economic Need	65	117	42	54	42

TABLE 3: RANKING THE RESPONDENTS VALUES

Order	189	178	159	130	121	120	117	114	114	113	105	104	99	99	96	87	87	84	81
Rank	1	2	3	4	5	6	7	8.5	8.5	10	11	12	13.2	13.2	15	16.5	16.5	18	19
Order	78	78	72	66	65	63	63	62	54	54	45	45	42	42	42	42	39	35	34
Rank	20.5	20.5	22	23	24	25.5	25.5	27	28.5	28.5	30.5	30.5	33.5	33.5	33.5	33.5	36	37	38
Order	30	30	27	26	25	25	24	24	23	18	18	18	8	6					
Rank	39.5	39.5	41	42	43.5	43.5	45.5	45.5	47	49	49	49	51	52					

TABLE 4: FIND THE RANK SEPARATELY FOR THE INFLUENCING FACTOR A

Family Business	Rank 1	Government Concession	Rank 2	Higher Profit	Rank 3	Provision of Raw material	Rank 4	Small Investment	Rank 5
178	2	66	23	24	45.5	63	25.5	42	33.5
99	13.5	25	43.5	130	4	27	41	113	10
0	-	30	39.5	34	38	30	39.5	39	36
25	43.5	121	5	87	16.5	104	12	72	22
18	49	78	20.5	45	30.5	96	15	54	28.5
Adequate market potential	Rank 6	Technical Qualification	Rank 7	Previous Experience	Rank 8	Desire to be independent	Rank 9	Ambition to become an Entrepreneur	Rank 10
78	20.5	6	52	42	33.5	114	8.5	189	1
84	18	18	49	63	25.5	81	19	105	11
35	37	114	8.5	8	51	18	49	0	-
99	13.5	159	3	120	6	62	27	26	42
24	45.5	23	47	87	16.5	45	30.5	0	-
Economic Need	Rank 11								
65	24								
117	7								
42	33.5								
54	28.5								
42	33.5								

Rank 1 =108, Rank 2 =131.5, Rank 3 =134.5, Rank 4 =133, Rank 5 =130, Rank 6=134.5,

Rank 7 =159.5, Rank 8 = 132.5, Rank 9 =134, Rank 10 =54, Rank 11 =126.5

$$H = \frac{12}{n(n+1)} \sum \frac{R_i^2}{n_i} - 3(n+1)$$

$$H = \left\{ \frac{12}{55(55+1)} \left[\frac{(108)^2}{5} + \frac{(131.5)^2}{5} + \frac{(134.5)^2}{5} + \frac{(133)^2}{5} + \frac{(130)^2}{5} + \frac{(134.5)^2}{5} + \frac{(159.5)^2}{5} + \frac{(132.5)^2}{5} + \frac{(134)^2}{5} + \frac{(54)^2}{5} + \frac{(126.5)^2}{5} \right] - 3(55+1) \right\}$$

$$H = \frac{12}{55(56)} (2332.8 + 3458.5 + 3618 + 3537.8 + 3380 + 3618 + 5088 + 3511 + 3591 + 583 + 3200.5) - 3 (56)$$

$$H = \frac{12}{3080} (35920) - (168)$$

$$H = (000.38)(35920) - (168)$$

$$H = 14010 - 168$$

$$H = 13842$$

Inference

As the above eleven samples have five items each, the sampling distribution of H approximates not closely with X^2 distribution. Now taking the null hypothesis that the opinion of the respondent is not equal to the eleven influencing factor because we have the value of $X^2 = 23.209$ for $(K - 1)$ are $(11 - 1 = 10)$ degree of freedom at 1% level of significance, since the calculated value of H is 13842 and it exceed the X^2 value of 23.209, so we conclude that an opinion of the respondents is equal to the influence factor.

TESTING OF HYPOTHESIS-III**ANOVA**

An attempt was made to find out whether there is relationship between Family Business and Government Concession of the respondents.

Null Hypothesis (Ho)

There is no significant relationship between Family Business and Government Concession of the respondents

Alternative Hypothesis (H₁)

There is a significant relationship between Family Business and Government Concession of the respondents.

TABLE 5: DISTRIBUTION SHOWING RELATIONSHIP BETWEEN FAMILY BUSINESS AND GOVERNMENT CONCESSION OF THE RESPONDENTS

Government Concession	Family Business					Total
	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree	
Strongly Agree	60	6	0	0	0	66
Agree	21	3	0	1	0	25
No opinion	30	0	0	0	0	30
Disagree	61	60	0	0	0	121
Strongly Disagree	6	30	0	24	18	78
Total	178	99	0	25	18	320

$$= \frac{\sum Ti^2}{\sum n} = \frac{320^2}{25} = \frac{102400}{25} = 4096$$

Sum of Square of all items

$$= (60)^2 + (6)^2 + (21)^2 + (3)^2 + (1)^2 + (30)^2 + (61)^2 + (60)^2 + (6)^2 + (30)^2 + (24)^2 + (18)^2$$

$$= 14144$$

Sum of Square of Column (SSC)

$$= \frac{\sum C1^2 + \sum C2^2 + \sum C3^2 + \sum C4^2 + \sum C5^2}{n} - C.F$$

$$= \frac{178^2 + 99^2 + 0^2 + 25^2 + 18^2}{25} - 4096$$

$$= 8486.8 - 4096$$

$$= 4390.8$$

Sum of Square of Row (SSR)

$$= \frac{\sum R1^2 + \sum R2^2 + \sum R3^2 + \sum R4^2 + \sum R5^2}{n} - C.F$$

$$= \frac{66^2 + 25^2 + 30^2 + 121^2 + 78^2}{25} - 4096$$

$$= 5321.2 - 4096$$

$$= 1225.2$$

Sum of Square of Total (SST)

$$= \text{Sum of square of all items} - C.F$$

$$= 14144 - 4096$$

$$= 10048$$

Sum of Square of Error (SSE)

$$= SST - (SSC + SSR)$$

$$= 10048 - (4390.8 + 1225.2)$$

$$= 10048 - 5616$$

$$= 4432$$

TABLE 6: ANOVA TABLE

Source of	Sum of square	Degree of freedom	Mean square	F Value	F Table
SSR	1225.2	4	306.3	1.10	4.77
SSC	4390.8	4	1098	3.96	4.77
SSE	4432	16	277		
SST	10048	24			

Calculated value < Table value Hence, Null Hypothesis is accepted.

Inference

There is no significant relationship between Family Business and Government Concession of the respondents.

TESTING OF HYPOTHESIS-IV**(CHI-SQUARE) χ^2 TEST**

An attempt was made to find out whether there is relationship between high profit and small investment.

Ho. There exists no significant relationship between High Profit and Small Investment.

H1. There exists the significant relationship between High Profit and Small Investment.

DISTRIBUTION SHOWING RELATIONSHIP BETWEEN HIGH PROFIT AND SMALL INVESTMENT

TABLE 7

Small Investment	High Profit					Total
	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree	
Strongly Agree	0	0	0	0	42	42
Agree	0	80	0	30	3	113
No opinion	0	0	0	39	0	39
Disagree	0	50	4	18	0	72
Strongly Disagree	24	0	30	0	0	54
Total	24	130	34	87	45	320

$$\text{Expected Frequency} = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

TABLE 8: EXPECTED FREQUENCY

3.2	17.1	4.5	11.4	5.9
8.5	46.0	12.0	30.7	15.9
2.9	15.8	4.1	10.6	5.5
5.4	29.3	7.7	19.5	10.1
4.0	21.9	5.7	14.7	7.6

TABLE 9: CALCULATION

O	E	O - E	(O - E) ²	$\left(\frac{O - E}{E}\right)^2$
0	3.2	- 3.2	10.24	3.2
0	8.5	- 8.5	72.25	8.5
0	2.9	- 2.9	8.41	2.9
0	5.4	- 5.4	29.16	5.4
24	4.0	20	400	100.0
0	17.1	- 17.1	292	17.1
80	46.0	34	1156	25.0
0	15.8	- 15.8	249.64	15.8
50	29.3	20.7	428.49	14.6
0	21.9	- 21.6	479.61	21.9
0	4.5	- 4.5	20.25	4.5
0	12.0	- 12.0	144	12.0
0	4.1	- 4.1	16.81	4.1
4	7.7	- 3.7	13.69	1.7
30	5.7	24.3	590.5	103.6
0	11.4	- 11.4	130	11.4
30	30.7	- 0.7	0.49	0.02
39	10.6	28.4	806.6	76.1
18	19.5	-1.5	2.25	0.16
0	14.7	- 14.7	216.1	14.7
42	5.9	36.1	1303.2	220.9
3	15.9	- 12.9	166.4	10.5
0	5.5	- 5.5	30.25	5.5
0	10.1	- 10.1	102.0	10.1
0	7.6	- 7.6	57.76	7.6
Total				697.38

$$\begin{aligned} \text{Degrees of freedom} &= (r - 1) (c - 1) \\ &= (5 - 1) (5 - 1) \\ &= 4 \times 4 \\ &= 16 \\ \text{Calculated Value} &= 697.38 \\ \text{Table Value} &= 32.000 \end{aligned}$$

Calculated Value > Table value

So, Reject the Null Hypothesis.

Inference

There exists significant relationship between High Profit and Small Investment.

TESTING OF HYPOTHESIS-V**(CHI-SQUARE) χ^2 TEST**

An attempt was made to find out whether there is relationship between High Profit and Ambition to become an Entrepreneur.

Ho. There exists no significant relationship between High Profit and Ambition to become an Entrepreneur.**H1.** There exists the significant relationship between High Profit and Ambition to become an Entrepreneur.

TABLE 10: DISTRIBUTION SHOWING RELATIONSHIP BETWEEN HIGH PROFIT AND AMBITION TO BECOME AN ENTREPRENEUR

Small Investment	High Profit					Total
	Strongly Agree	Agree	No opinion	Disagree	Strongly Disagree	
Strongly Agree	24	90	30	30	15	189
Agree	0	30	4	41	30	105
No opinion	0	0	0	0	0	0
Disagree	0	10	0	16	0	26
Strongly Disagree	0	0	0	0	0	0
Total	24	130	34	87	45	320

$$\text{Expected Frequency} = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

TABLE 11: EXPECTED FREQUENCY

14.2	76.8	20	51.3	26.5
7.9	42.5	11.1	28.5	14.7
0	0	0	0	0
1.9	10.6	2.7	7.0	3.6
0	0	0	0	0

TABLE 12: CALCULATION

O	E	O - E	(O - E) ²	$\left(\frac{O - E}{E}\right)^2$
24	14.2	9.8	96.04	6.7
0	7.9	- 7.9	62.41	7.9
0	0	0	0	0
0	1.9	- 1.9	3.61	1.9
0	0	0	0	0
90	76.8	13.2	174.24	2.2
30	42.5	- 12.5	156.25	3.6
0	0	0	0	0
10	10.6	- 0.6	0.36	0.03
0	0	0	0	0
30	20	10	100	5.0
4	11.1	- 7.1	50.41	4.5
0	0	0	0	0
0	2.7	- 2.7	7.29	2.7
0	0	0	0	0
30	51.3	- 21.3	453.70	8.8
41	28.5	12.5	156.25	5.4
0	0	0	0	0
16	7.0	9	81	11.5
0	0	0	0	0
15	26.5	- 11.5	132.25	4.9
30	14.7	15.3	234	15.9
0	0	0	0	0
0	3.6	- 3.6	12.9	3.5
0	0	0	0	0
Total				84.23

$$\begin{aligned} \text{Degrees of freedom} &= (r-1)(c-1) \\ &= (5-1)(5-1) \\ &= 4 \times 4 \\ &= 16 \\ \text{Calculated Value} &= 84.53 \\ \text{Table Value} &= 32.000 \end{aligned}$$

Calculated Value > Table value
So, Reject the Null Hypothesis.

Inference

There exists significant relationship between High Profit and Ambition to become an Entrepreneur.

TESTING OF HYPOTHESIS-VI**ANOVA**

An attempt was made to find out whether there is relationship between Technical Qualification and Previous Experience of the respondents

Null Hypothesis (H₀)

There is no significant relationship between Technical Qualification and Previous Experience of the respondents

Alternative Hypothesis (H₁)

There is a significant relationship between Technical Qualification and Previous Experience of the respondents

Inferences drawn from the Tested Hypotheses**Hypothesis-I: (Vide pp: 115-117)**

From the result we can see that the value is positive correlation co-efficient. "r" would be between 0 and 1. The larger value of the stronger is correlation. Here the value is positive there is strong correlation between the percentage value of Sources of Saving and Expenditure Pattern of the respondents

Hypothesis-II: (Vide pp: 146-147)

The eleven samples have five items each, the sampling distribution of H approximates not closely with X² distribution. Now taking the null hypothesis that the opinion of the respondent is not equal to the eleven influencing factor because we have the value of X² = 23.209 for (K - 1) are (11 - 1 = 10) degree of freedom at

1% level of significance, since the calculated value of H is 12882.1 and it exceeds the X^2 value of 23.209, so we conclude that an opinion of the respondents is equal to the influence factor.

Hypothesis-III: (Vide pp: 147-150)

There is no significant relationship between Family Business and Government Concession of the respondents.

Hypothesis-IV: (Vide pp: 150-154)

There exists significant relationship between High Profit and Small Investment.

Hypothesis-V: (Vide pp: 154-157)

There exists no significant relationship between High Profit and Ambition to become an Entrepreneur.

Hypothesis-VI: (Vide pp: 158-162)

There is no significant relationship between Technical Qualification and Previous Experience of the respondents.

Hypothesis-VII: (Vide pp: 194-196)

From the result we can see that the value is negative correlation co-efficient. "r" would be between 0 and 1. The smaller value of the weaker is correlation. Here the value is negative there is weaker correlation between the Occupational Income and Non-Occupational Income of the respondents.

CONCLUSION

The TIIC plays an important role in providing finance to the SSIs and SRTOs. This is also one of the important roles of financial institutions giving assistance to generate economic growth and industrial development in the Ramanathapuram district. Various factors which motivated the beneficiaries to avail credit has also been studied and conclusions drawn. It is anticipated that the findings of the study will contribute towards the better functioning of TIIC in Ramanathapuram district.

SUGGESTIONS FOR IMPROVING THE STUDY

In the light of the foregoing analysis and findings of the study the investigator has highlighted the following suitable suggestions for the better performance of TIIC.

- The procedures of obtaining incentives, subsidies and facilities should be simplified due to information gap and complicated procedure of obtaining such facilities.
- The problem of shortage of working capital has to be solved immediately and effectively. Special arrangements should be made to identify the real and sincere beneficiaries and they should be offered required working capital.
- The use of finance may be improved by providing training on financial methods by the TIIC to the beneficiaries.
- The responsibility of TIIC does not end with the guaranty of loans but every effort has to be made to ensure the borrowers utilize the loan amount effectively to increase their earnings and their repayment capacity.
- Credit facilities should be expanded liberally to the beneficiaries undertaking both SSI and SRTO activities at lower rate of interest with longer repayment schedules.
- Special awareness campaign should be conducted periodically so that people could easily acquaint with the schemes available of TIIC.
- Loan facilities should be extended to persons associated with village and cottage industries. This would generate employment opportunities in the rural areas.
- Subsidy should be extended to all categories of loan. This would reduce the money burden of beneficiaries in the repayment of loan. Regular repayment of loan would pave the way for recycling of loan.
- The branch office should be entrusted to take decision in sanction and disbursement credit. This leads to delay in decision making. In this regard the investigator suggests that Head Office should not interfere with the branch office.
- It is suggested by the investigator that underutilized capacity of the units should try to utilize their capacity fully in order to maximize their profits, by getting advices from SSI Associations and Technical consultancy organisations.
- It is suggested that Small Scale Industrial Units come out with aggressive visible sales and marketing strategies to rejuvenate the market.
- Since power shortage is the serious infrastructural problem, solar and wind energy systems should be used to generate power. Government should support these industrial units by establishing captive power stations.
- It is a traditional practice that all the schemes of TIIC either the people with political pack-up or the rich people dominate in availing the schemes. This may lead to some sort of concentration of wealth and power in the hands of few. TIIC should be unbiased in sanctioning credit to the needy by following a fair deal.
- The TIIC staff and officials should be highly knowledgeable regarding corporation's rules and regulations and they should always be ready to extend a helping hand to their beneficiaries.

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A STUDY ON CUSTOMER PREFERENTIAL FACTORS TOWARDS LIFE INSURANCE CORPORATION OF INDIA PRODUCTS IN MADURAI DISTRICT

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ABSTRACT

The Life Insurance Corporation of India enjoyed monopoly in life insurance sector since 1956. Life Insurance Corporation of India developed country – wide network to provide effective service to the policyholders. It was developed over the years more than 100 insurance products so as to center the insurance needs of the different segments of the population. Policyholders also found no alternative to Life Insurance Corporation of India since the formation of IRDA in 1999. Privatization of insurance sector have brought new players with innovative insurance products to the market. This has bred competition in the insurance sector. Customer friendly products and services are need of the hour. Hence every insurance company is trying to fascinate the customers through innovative products and services. Customer relationship management have become the central point the corporate level strategies. The customers also have started to look insurance as an investment option then nearly a risk cover. Life Insurance Corporation of India has motivated the customers to purchase Life insurance policies, The various types of policies preferred by the customers have been justified, The Services rendered by Life Insurance Corporation of India for the benefit of the customers were influenced, Level of Satisfaction of Customers on the services provided by the Life Insurance Corporation of India were taken, The Level of training and motivation provided by the Life Insurance Corporation of India to the insurance advisors were initiated at various stages. Thus issues need to be addressed in the context of changed environment in the insurance sector.

KEYWORDS

customer Preferential factors towards life insurance corporation products.

INTRODUCTION

The insurance industry in India can be discussed in two ways – its historical background and its present state. Insurance in India is nothing new. It had its origins in the early 19th century with the arrival of British enterprise in India. 20 Insurance, particularly non-life remained an urban oriented activity of the Insurance companies operating through their agencies.

Life Insurance made its first appearance in England in 16th century, the first recorded evidence in England being the policy on life of William Cybbons on June 18, 1653. Even before this date annuities had become quite common in England, and marine insurance had, in fact, made its appearance three thousand years ago. The life insurance developed at “England Alley”. The first registered life office in England was the Hand-In-Hand society established in 1696. The famous ‘Amicable Society for a Perpetual Assurance office started its operation since 1706. Life Incurrence did not prosper in the United States during the 18th century, because of serious fluctuations in death – rate, but soon after 1800 some active interest began to be shown in this enterprises because of the application of level premium plan which had by them been in operation in U.K. for more than a generation. In India, some Europeans started the first Life Insurance Company in Bengal Presidency, Viz., the orient Life Assurance Company in 1818. The year 1870 was a year of a land mark in the history of Indian Insurance separating the early period of pioneering attempts at Life Insurance from the subsequent period of steady development of the establishment period of Indian Life Office, Viz., and Bombay Mutual Life Assurance Society in 1871. The next important life office was oriental Government Security Life Assurance Co., Ltd., which its operation since 1874. Since them several offices developed in India. Up to the end of nineteenth century the insurance was in its inspectional stage. Therefore, no legislation was required till that time. Usually the Indian companies Act 1883 was applicable in business concerns, banking and insurance companies New Indian Insurance Companies and provident societies started at the time of national movement, but most of them were financially unsound. It was asserted that the Indian companies Act, 1883 was inadequate for the purpose. Therefore, two Act was passed in 1912, namely provident Insurance Societies Act V of 1912 and Indian Life Insurance Companies Act VI of 1912, these two Acts were in pursuit of the English Insurance Companies Act of 1909 with the difference that the Indian Life Insurance Companies related to life insurance only and excluded the non-life business from its fold. The Act put the Life Insurance business in India on sounder footing and resulted in erecting a healthier atmosphere than before. It was also instrumental in the dissolution of some unsound Indian as well as Non-Indian Life Offices or in the merging of some of them with the others. The legislation in India was confining to life business because there were very few general Insurance companies and did not call for any legislation. To present financial weakness the insurances were required to submit returns giving particulars of their business. The foreign insurers were exempted from submitting separate some English companies ceased to under write further business with a view to avoid submission of reports to the Government of India. Some Indian companies which conducted business on assessment it's on actuarially unsound basis, either dropped or mortgaged them to conform to actuarial requirements.

Since 1938, there were six amendments up to 1945. In 1945, it was deemed necessary to protect the interest of Insured companies. Therefore, in the chairmanship of Sri Kavas Ji Jahangir, a meeting was appointed which was to investigate all the misconduct of the insurance business. The committee gave its reports after a thorough inquiry on which recommendation was made for amending many important sections and to introduce new sections. On this basis one amendment bill was made and was sent to different select committees and at least it was enacted on 18th April 1950 by the parliament According to this amended Act, there are provisions pertaining to administration. The rules and regulations must be followed by the insurance companies. Otherwise they will be penalized under this Act, The Life Insurance business was nationalized in 1956 and certain provisions of this Act apply to the Life Insurance Corporation of India. General Insurance Corporation of India Act was passed in 1972 to govern the business of general insurance which were nationalized in 1972.

HISTORICAL BACKGROUND

Life Insurance Corporation of India – The insurance sector in India dates back to 1818 when first insurance company. The Oriental Life Insurance Company was established at Calcutta. Thereafter, Bombay Life Assurance Company in 1823 and Madras Equitable Life Assurance Society in 1829 were established. In 1912, the Indian Life Assurance Companies Act was enacted as the first statute to regulate the life insurance business. In 1928, the Indian Insurance Companies Act was enacted to enable the Government to collect statistical information about both life and non-life insurance business. The Insurance Act was subsequently reviewed and a comprehensive legislation was enacted called the Insurance Act, 1938. The nationalization of life insurance business took place in 1956 when 245 Indian and foreign insurance and provident societies were first amalgamated and then nationalized. The Life Insurance Corporation of India (LIC) came into existence by an Act of Parliament, viz, Life Insurance Act, 1956, with a capital contribution of Rs. 5 crores from the Government of India.

CURRENT SCENARIO

In new economic policies formulated since 1991, globalization, privatization and liberalization have become new buzzwords. Under new economic policies, many economic and financial reforms took place. Like liberalizing licensing policy, attracting FDI, allowing foreign equity in public sector undertakings. The financial reforms restructured banking sector by 21 allowing entry of new private and foreign banks.

INSURANCE SECTOR REFORMS

After the nationalization of the life insurance industry in 1956 and the general insurance industry in 1972, the insurance industry confined only to the operations of Life Insurance Corporation of India, GIC and its four subsidiaries viz, The National Insurance Company Limited, New India Assurance Company Limited, Oriental Fire and General Insurance Company. Over the years, this state monopoly resulted in complacency, use of outdated technologies, inefficient and insufficient customer and services and non-coverage of the potential market. Recognizing this, the Government set-up a high-powers committee headed by Mr. R. N. Malhotra.

STATEMENT OF THE PROBLEM

Insurance is in a manner of speaking the last frontier in the financial sector to open. It is also a sector, which leads to benefits across the full spectrum, from the individual who now have wider choices, to the economy, which see increased savings, to the infrastructure sector, which can look forward to long term funding being available. In an under-insured economy, newer channels of distribution have to be utilized to intensify the research of insurance both in urban and rural markets. This will create huge employment opportunities not only within insurance companies but also as agents and consultants of insurance companies.

MARKETING MIX POLICIES

Different companies can choose to position themselves differently and hence the Marketing Mix is different. However, there are certain common characteristics that one can cull out from the possible strategies that companies adopt.

Product

The development of flexible products to suit individual requirements is what will differentiate the winners from the also-rans. The key to success is in providing insurance solutions, not standardized insurance products. The concept of riders/optional benefits has already been a huge innovation brought about by the new players, which has led to customization of products for individual needs. However, companies may differentiate themselves on the basis of product segments that they choose to focus on and excel in.

Place

Different companies may however choose different channels and different geographies to focus on. The channel options are – tied agency force, corporate agents and brokers and this is an area where different companies will make different choices. Many companies like HDFC Standard Life are focusing on all channels whereas companies like Max New York Life are focusing on the tied agency force only. Customer interface will be a key challenge for life insurance companies and includes every that interaction that the customer has with the company, such as sales, new business undertaking, policy servicing, premium payments, claim processing and so on. Technology can play a crucial role in delivering the highest standards of service set up the company and it will be imperative for any serious player to excel in all of these.

Price

Price is a relevant differentiator only in two segments – pure term insurance and in pure annuities. Here too, service delivery and financial strength will need to be present at a minimum acceptable level for price to be a relevant differentiator. In case of savings oriented products, long-term returns generated are more relevant than just the price of the product. A focus on generating good investment performance and keeping a tight control on costs help in generating good long-term maturity value for customers. Norms have been laid down on all of these by IRDA and adhering to these while delivering good returns will be a challenge.

Promotion and Advertising

The level of demand is latent and will have to be activated considerably. The market needs to be developed. Greater awareness of insurance and the need to have it as a protection tool rather than as a tax planning measure needs to be appreciated by the Indian people. Various communication tools including advertising, direct marketing and road shows contribute to all this and different companies take different approaches on these.

Process

Cashless settlement: One of the most defining and customer-friendly changes that we've seen in recent years relates to the way claims settlements are made. The advent of the third-party administrator (TPA) regime has facilitated the transition to the hugely convenient era of cashless settlement of health and auto insurance claims. TPAs are entities who process claims on behalf of insurers: the IRDA licenses them after it is satisfied that they have the financial strength, the trained manpower, the infrastructure and the skills to undertake this activity.

Likewise, with auto insurance, the TPA ties up with garages and authorized service centers for cashless settlement of auto insurance claims.

OBJECTIVES OF THE STUDY

The following are the main objectives of the study.

1. To analyse the reasons for preferring the Life Insurance Corporation of India policy plans.
2. To examine the customer opinion on services provided by the Life Insurance Corporation of India.
3. To assess the reasons for switchover from the present Life Insurance Corporation of India to other insurance companies.
4. To identify the major problems faced by the policyholders and to suggest recommendation and means for marketing Life Insurance Corporation of India policies.

SCOPE OF THE STUDY

The study entitled 'customer preferential factors towards Life Insurance Corporation of India in Madurai' has been studied with a view to analyse the performance of Life Insurance Corporation of India on providing the services to various segments of customers in Madurai.

REVIEW OF RELATED LITERATURE

The studies relating to marketing of life insurance are more. The available studies are in the form of research articles, committee reports and surveys conducted by insurance company. No comprehensive study has been taken up so far on life insurance marketing. An attempt has been made here to briefly review the previous studies made in the area of marketing of life insurance.

Bhavna Sharma et.al (2016) their paper aims to investigate the scope of bancassurance in Indian context. The trend of bancassurance in Indian life insurance sector for the past decade (2003-04 to 2013-14) is discussed. This research work is an empirical study primarily based on secondary data. Major indicators (population size, population structure, literacy rate, and structure of banking sector, registered insurer in India, and insurance penetration and density) of bright prospects in Indian bancassurance are identified. The share of individual new insurance premium of private life insurer and public life insurers are also analyzed. Moreover, compounded annual growth rate (CAGR) of new individual insurance premium is computed to study the trend analysis of private life insurance as well as public life insurance. Insurance penetration and density trend for the Asian-countries is also explored to justify the further prospects of Indian bancassurance. Major findings indicate towards the need to use the bancassurance as a distribution network for the insurance sector and validate the vibrant scope of bancassurance in India.

Balaji C (2015) his study focused on to create an awareness about insurance company, awareness of people about insurance policies, customer satisfaction level among the go with their respecting insurance companies in which they hold the policies. Primary data has been collected from 100 customers from Mayiladuthurai, the collected data are analysed through scaling techniques. The study concluded that the Insurance sector is one of the most booming sectors in India. The penetration level of insurance in India is only 2.3% when compared to 9-15% in the developed nations. There is a huge market for the Insurance products in the future in India. The project was very useful to the researcher to understand the life insurance business.

Dhivya J (2015) her research, using confirmatory factor analyses, proposes a six dimensional service -quality instrument consisting of 'assurance', 'personalized financial planning', 'competence', 'corporate image', 'tangibles' and 'technology' in life insurance. A causal model, using structural equation modeling, is suggested

to investigate the effects of the proposed service quality instrument on customer satisfaction ('satisfaction with agents', 'satisfaction with functional services', 'satisfaction with company' and finally with 'overall satisfaction'). The proposed framework attempts to provide a blueprint for appropriate course of action (by life insurance service providers) to create a base of satisfied customers through quality services. It is this uncertainty that is risk, which gives rise to the necessity or some form of protection against the financial loss arising from death. Insurance substitutes this uncertainty by certainty.

Meikanda Ganesh Kumar et.al (2015) an attempt has been made to analyze the SERVQUAL of Life Insurance Corporation of India, a public enterprise, through the perceptions of insured in Ramanathapuram District, Southern Part of TamilNadu. This study presents mainly the reviews and the concepts. However, to establish the construct validity of the SERVQUAL model with reference to the insured in the study area, confirmatory factor analysis was done.

Murugesh V (2015) his study focused to undertake a study on the policyholders' preference and satisfaction with regard to Life Insurance Corporation of India's policies. This study was conducted in Coimbatore city, Tamilnadu with 200 samples in the year of 2014 through structured questionnaire. The collected data were through percentage analysis, weighted average rank analysis and Chi-square analysis. The study concluded that the major factors playing the role in developing consumer's perception towards life insurance policies are consumer loyalty, service quality, ease of procedures, satisfaction level, company image and company-client relationship. A lot of opportunities are still waiting. This study was help in developing the market share, loyalty and further development in insurance sector.

Nasir Zamir Qureshi M. at.el (2015) their present study aims to measure customers' expectations and perceptions towards service quality of LIC in Srinagar district of Jammu and Kashmir by applying a framework adopted from earlier studies. Moreover, Customer Satisfaction and Customer Loyalty with the services of LIC have also been examined. Data has been collected from 273 LIC customers from Srinagar, the capital city of J&K. The data were analysed with the help of statistical techniques including Cronbach's alpha, correlations, t-statistics and ANNOVA. The findings of the study indicate that there is a service quality shortfall i.e. perceptions are lower than expectations in all the six service quality dimensions of the study with Personalized financial planning followed by Competence and Assurance being more concerned dimensions.

Reenu Lulla et.al (2015) their study reveals the buying behaviour of the respondents. It has been found that the respondents who are associated with public sector life insurance companies wants to keep their funds safe and secure as they want to invest their fund in bank deposits and provident fund whereas the respondents who are associated with private insurance companies prefer to bear risk and want high return as they want to invest their funds in capital market securities. In the study it has been found that LIC is the giant of the insurance sector. The overall size of LIC is much more than that of all private insurance companies. Private insurers are in expansion mode and are increasing their size but are still much behind LIC. Total premium deposits in LIC are much higher than the private insurance companies. Total premium of LIC in FY 2012-13 is three times more than that of private insurance companies. The number of branches of private insurance companies is increasing as the new players are entering in this market. Also the established players are in expansion phase and hence are expanding their business.

Sunayna Khurana (2015) her paper analyses the relationship between service quality and customer satisfaction. Sample of 200 customers of ten life insurance companies in Haryana state were selected with the help of random number table. Responses of customers were analysed with the help of factor analysis. Multiple Regressions was used to test the relationship between Service Quality and Customer Satisfaction in life insurance Industry. The study found that customer expectations and perception toward tangibility, assurance, competency & credibility dimension of service quality have more impact on customer satisfaction. That means customers are more conscious towards statements related to these dimensions.

RESEARCH METHODOLOGY

This study was a fact gathering expedition assuming the characteristics of exploratory research.

As an exploratory research, it would be useful in familiarizing the phenomena associated with the life insurance industry in clarifying concepts, in developing hypotheses and establishing priorities for further research relating to the life insurance industry in India, Salem division in particular.

The study aims at developing a complete and accurate description of the problem selected. It also attempts to provide initiative evidence to the findings to the extent possible.

SOURCE OF DATA

The objectives of the study made it clear the primary as well as the secondary data sources was used.

DATA COLLECTION INSTRUMENT

The primary data were collected by using of a questionnaire from the sample respondents drawn from the life insurance was pre-tested among a sub sample of respondents drawn out from the ultimate sample.

As a result of pre-testing, appropriate changes were made in the questionnaire. These changes included replacement of some technical words with simple word and changing the sequence order of questions. These types of changes were made with the objective of enhancing the accuracy of the data collection process.

SAMPLE DESIGN

The populations from which the sample respondents are chosen consist of those who had bought the life insurance policies in the Life Insurance Corporation of India branches in Salem. The researcher through personal visits to theses branch offices obtained the details pertaining to the insurance customers. The sampling technique adopted for choosing the sample is stratified random sampling.

SAMPLING

There are three Life Insurance Corporation of India branches in the Salem i.e Salem south, Salem north and Salem east As per the Life Insurance Corporation of India data Salem south branch holding 128000 policyholders, Salem north branch holding 780000 policyholders and Salem east branch holding 65000 policyholders. The respondents are from those undergoing different policies of the study period.

The present study proposed to cover the customer behaviour pattern and preference towards Life Insurance Corporation of India in Salem. In terms of the numbers selected above, the sample size (n) and margin of error (E) are given by

$$x = Z(c/100) \sqrt{2r(100r)}$$

$$n = N x / ((N1)E^2 + x)$$

$$E = \text{Sqrt}[(N n)x / n(N1)]$$

Where N is the population size, r is the fraction of responses that you are interested in, and Z(c/100) is the critical value for the confidence level.

Hence the above formula (Vovici) was used which resulted in 663 respondents. 663 respondents have been chosen by adopting random sampling method to this study.

VALIDITY OF THE TOOLS

Cronbach's alpha was used to measure the internal consistency and the average correlation of items and thereby gauge the reliability of the instrument.

TABLE 1

Sl. No	Factors	No. of Variables	Cronbach's Alpha
1.	Factors of Insurance Plans	7	0.62
2.	Features of Insurance Plans	7	0.75
3.	Advertisements to the Insurance Plans	5	0.67
4.	Insurance agents and personnel	7	0.71
5.	Problems	5	0.60
6.	Reasons for preference	5	0.61

RELIABILITY INDEX

Cronbach's alpha values for all nine groups were above 0.5, which shows that the variables taken up for the study and the grouping of variables are reliable in nature.

STATISTICAL TOOLS EMPLOYED

Chi Square Test is used to test the statistical significance of the observed association between two variables. In this study, Chi-square test has been used to test the association between the demographic characteristics of the life insurance customers and the influencing factors for preferring the particular insurance companies plan, policies assurance of customers, their mode of premium payment, their requirement for improvement in the insurance companies and also willingness to switch over other companies with its reasons.

F Test - In order to find out the significance of the differences between the averages, 'F' tests have been applied. In addition to this, the inter-relationship of each group was also studied for finding out the critical difference. For quantitative factors co-efficient of correlation and partial regression analysis have also been worked out.

DATA ANALYSIS AND INTERPRETATION

Factors Considering by the Respondents While Choosing the Insurance Plans

TABLE 2

S. No	Rank Factors	1		2		3		4		5		6	
			%		%		%		%		%		%
1	Service Branches	137	20.67	79	12.00	115	17.33	97	14.66	102	15.33	--	--
2	Company Reputation	137	20.67	66	10.00	79	12.00	137	20.67	150	22.67	128	19.34
3	Entry Prosecutors	53	08.00	141	21.33	93	14.00	168	25.33	124	18.67	79	12.00
4	High Interest Rate	124	18.67	93	14.00	106	16.00	93	14.00	106	16.00	133	20.00
5	Aid to Thrift	97	14.66	137	20.67	150	22.67	84	12.67	102	15.33	102	15.33
6	Protection	115	17.33	147	22.00	120	18.00	84	10.00	79	12.67	221	18.00
	Total	663	100	663	100	663	100	663	100	663	100	663	100

Source: Primary Data

The above table reveals that 20.67 per cent, 20.67 per cent, 8 per cent, 18.67 per cent, 14.66 per cent and 17.33 per cent of the respondents are given 1st rank to service branches, company reputation, entry procedures, high interest rate, aid to thrift and protection respectively while choosing the insurance plans.

12 per cent, 10 per cent, 21.33 per cent, 14 per cent, 20.67 per cent, and 22 per cent of the respondents are given 2nd rank to service branches, company reputation, entry procedures, high interest rate, aid to thrift and protection respectively while choosing the insurance plans.

17.33 per cent, 12 per cent, 14 per cent, 22.67 per cent and 18 per cent of the respondents are given 3rd rank to service branches, company reputation, entry procedures, high interest rate, aid to thrift and protection respectively while choosing the insurance plans.

17.33 per cent, 20.67 per cent, 25.33 per cent, 14 per cent, 12.67 per cent and 10 per cent of the respondents are given 4th rank to service branches, company reputation, entry procedures, high interest rate, aid to thrift and protection respectively while choosing the insurance plans.

14.66 per cent, 22.67 per cent, 18.67 per cent, 16 per cent, 15.33 per cent and 12.67 per cent of the respondents are given 5th rank to service branches, company reputation, entry procedures, high interest rate, aid to thrift and protection respectively while choosing the insurance plans.

15.33 per cent, 19.34 per cent, 12 per cent, 20 per cent, 15.33 per cent and 18 per cent of the respondents are given 6th rank to service branches, company reputation, entry procedures, high interest rate, aid to thrift and protection respectively while choosing the insurance plans.

20.67 per cent of the respondents are given first preference to service branches and company reputation while choosing the insurance plans.

TABLE 3: RESPONDENTS OPINION ON THE FEATURE OF INSURANCE PLANS

S. No	Features	Opinions					Total Score	F. Rate
		Highly Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Highly Dissatisfied		
1	Premium	221	367	75	0	0	2797	4.22
2	Interest Rate/Bonus	212	371	80	0	0	2740	4.1
3	Service	177	318	150	9	9	2634	3.9
4	Policy Terms	155	367	128	9	4	2563	3.8
5	Procedures	159	296	198	5	5	2545	3.74
6	Risk covered	185	340	128	5	5	2687	4.05
7	Liquidity	177	212	230	44	0	2510	3.78

Source: Primary data

From the above table it is clear that, the respondents are highly satisfied with the feature "Premium". It has the highest weighted average of 4.22 and it followed by Interest rate / Bonus (4.1), Risk covered (4.05), Service (3.9), Policy Terms (3.8), Liquidity (3.78) and Procedures (3.74).

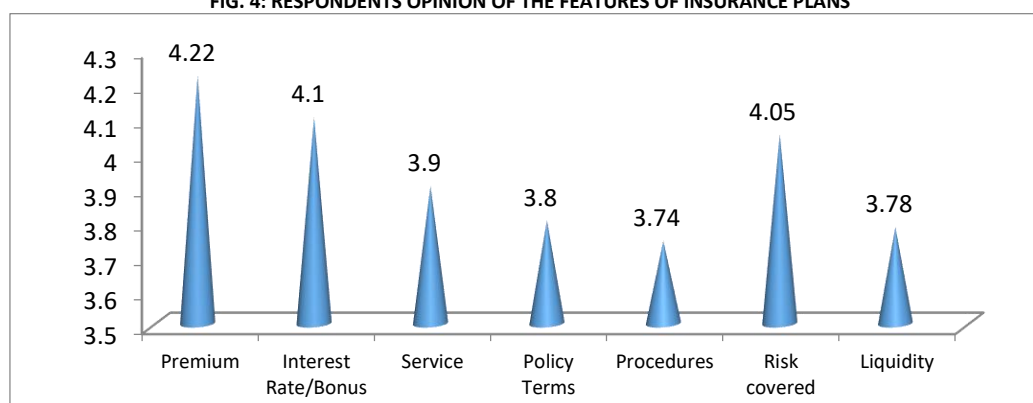
FIG. 4: RESPONDENTS OPINION OF THE FEATURES OF INSURANCE PLANS

TABLE 4: BEST MEDIA FOR THE ADVERTISEMENT TO THE INSURANCE PLANS

S. No	Medias	No. of Respondents	Percentage
1	News Papers	208	31.33
2	Magazines	137	20.67
3	Televisions	159	24.00
4	Posters / Displays	141	21.33
5	Others	18	02.67
	Total	663	100

Source: Primary data

The above table reveals that 31.33 per cent of the respondents feel that the news papers are best media for the insurance advertisements. 20.67 per cent of the respondents feel that the magazines are best media for the insurance advertisements, 24 per cent of the feel that the televisions are best media for the insurance advertisements. 21.33 per cent of the respondents feel that the posters / displays are best media for the insurance advertisements. 2.67 per cent of the respondents feel that bit notices, exhibitions etc. are best media for the insurance advertisements.

31.33 per cent of the respondents feel that the news papers are best media for the advertisement of the insurance plans.

TABLE 5: RESPONDENTS OPINION ON THE ADVERTISEMENTS OF LIFE INSURANCE CORPORATION OF INDIA

S. No	Opinions	No. of Respondents	Percentage
1	Interesting and Creative	163	24.67
2	Good	212	32.00
3	Fair	133	20.00
4	To be Creative	155	23.33
	Total	663	100

Source: Primary data

The above table 5.4 reveals that 24.67 per cent of the respondents feel that the insurance plans advertisements are interesting and creative. 32 per cent of the respondents feel that the insurance plans advertisements are good. 20 per cent of the respondents feel that the insurance plans advertisements are fair. 23 per cent of the respondents feel that the insurance plans advertisement to be creative and interesting to attract consumers.

32 per cent of the respondents have state that the advertisement of the insurance companies seems to be good.

TABLE 6: RESPONDENTS' OPINION ABOUT THE BEHAVIORS OF THE INSURANCE AGENTS AND PERSONNEL AT "INSURANCE BRANCHES" IN GENERAL

S. No	Opinion	No. of Respondents	Percentage
1	Do not know	155	23.33
2	Very Friendly	66	10.00
3	Moderately Friendly	181	27.33
4	Slightly Friendly	71	10.67
5	Neither Friendly Nor Unfriendly	75	11.33
6	Slightly Unfriendly	84	12.67
7	Moderately Unfriendly	26	04.00
8	Very Unfriendly	5	0.67
	Total	663	100

Source: Primary data

The above table 5.5 reveals that 23.33 per cent of the respondents do not know about the behaviour of the insurance agents and personnel, 10 per cent of the respondents feel very friendly about the behaviour of the insurance agents and personnel, 27.33 per cent of the respondents feel moderately about the behaviour of the insurance agents and personnel, 10.67 per cent of the respondents feel slightly friendly about the behaviour of the insurance agents and personnel, 11.33 per cent of the respondents feel neither friendly nor unfriendly about the behaviour of the insurance agents and personnel, 12.67 per cent of the respondents feel slightly unfriendly about the behaviour of the insurance agents and personnel. 4 per cent of the respondents feel moderately unfriendly about the behaviour of insurance agents and personnel.

0.67 per cent of the respondents feel very unfriendly about the behaviour of the insurance agents and personnel at insurance branches.

27.33 per cent of the respondents feel moderately friendly about the behaviour of the insurance agents and personnel at insurance branches.

LIMITATION OF THE STUDY

Life insurance Corporation of India, Madurai, and Inferences drawn from the study may not be generalized to other places.

CONCLUSION

The privatizations of insurance industry have bred competition. This trend compelled the companies to introduce new products and services in the market. From the customer's side also insurance is no longer looked as merely risk cover, rather it has become an investment option too. Because of these changed environment customers' satisfaction has become major challenge before the insurance companies.

In India, only 10 percent of the market share has been tapped by Life Insurance Corporation of India and GIC and the balance 90 percent of the market still remains untapped. This vast potential can be tapped only by a large number of insurance. To serve the population of more than 100 crore Indians, India Insurance market offers tremendous opportunities to private insurers. With the increase in the Life expectancy of individuals and disintegration of Joint-family system, each individual now has arranged cover for himself and for his family. Therefore, coverage of insurers has to grow very fast.

The needs of the nation and its people have finally prevailed and privatization of insurance is now a reality towards further liberalization of the India economy. With the opening up to the industry after reforms private sector operators in collaboration with their overseas partners are likely to bring in a more professional and focused approach. Hence, in this millennium, insurance industry is likely to play an important role in changing the economic landscape of the country. However, the success for the insurance industry will primarily depend upon meeting the rising expectations of the consumers who will be the real king in the liberalized insurance.

The study helps to upgrade the operations of Insurance Industry as a whole with the commitment of satisfying customer expectations and concentrated economic and societal development.

SUGGESTIONS FOR IMPROVING THE STUDY

The Life insurance business which remains untapped must be exploited by improving the efforts of the marketing force.

1. Specialized training as well as refresher courses may be offered at necessary stages and frequent intervals.
2. More service centers may be opened at the various places of Madurai for marketing policies effectively and to create better awareness among the Life Insured population in Madurai.

3. The existing advertisement displayed by Life Insurance Corporation of India shall be changed by introducing attractive slogan, music and message.
4. The Development Officers and agents may endeavor to settle insurance claims at the earliest.
5. Grievances redress forum shall be established.
6. Special campaign may be conducted to market further Life Insurance Policies in Madurai.

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MONITORING AND SURVEILLANCE (MOS) OF BANKING OPERATIONS: A TECHNOLOGICAL PERSPECTIVE

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ABSTRACT

The on-site inspection for domestic and foreign banks is based on CAMELS. But after introducing Basel II, the banking supervision was focused much on market discipline, higher levels of transparency. Off-site monitoring and surveillance for banks was instituted by RBI in 1995 and used as a part of crisis management. As banks are growing in the volume and value across the globe, its supervision and surveillance much matters for their respective central banks. During the demonetization process 24/7 surveillance & monitoring and giving right solutions for ongoing challenges on daily basis at ATMs and Branches for exchange of old high denomination currency notes with new Rs. 2000 and Rs. 500 at the branches of the banks. In this context, an attempt is made to understand the integration of off-site monitoring and surveillance (OSMOS) in banking system with technological perspective. This paper focuses on the central bank's supervisory capabilities in terms of information technology. Further it also examines the practices of banking supervision in terms of on-site, off-site monitoring and surveillance. It captures some information about the functioning of OSMOS in different countries and examined its supervisory agencies' capabilities.

KEYWORDS

CAMELS, NPAs, data quality, early warning system, lotus notes, off-site monitoring, on-site inspection, surveillance.

1.1 INTRODUCTION

For effective and efficient supervision of banks, the central bank requires both on-site and off-site periodic information. The on-site financial inspection for domestic and foreign banks is based on CAMELS. But after introducing Basel II, the banking supervision was focused much on market discipline, higher levels of transparency. Off-site monitoring and surveillance for banks was instituted by RBI in 1995 and used as a part of crisis management.

The main objective of the any central bank's supervision is to protect the interest of depositors, proper use of technology with efficient system and practices. To achieve these objectives, the guidelines are keep on changing in tune with ever changing monetary policies of the central banking. And thereby the banks are forced to move from reactive risk management practices to proactive risk management practices. The recent demonetization Act 2016 reflects the risk management practices to curb the black money in the country.

1.2 REVIEW OF LITERATURE

Daniele Nouy elaborates the Basel Core Principles for effective Banking Supervision, its innovativeness, content and the challenges of quality implementation. Core Principles are a set of supervisory guidelines aimed at providing a general framework for effective Banking supervision in all countries. They are innovative in the way that they were developed by a mixed drafting group and they were comprehensive in coverage, providing a checklist of the principal features of a well-designed supervisory system. The core Principles specify preconditions for effective banking supervision characteristics of an effective supervisory body, need for credit risk management and elaborates on Principle 22 dealing with supervisory powers. Dearth of skilled human resources, poor financial strength of supervisor and consequent inability to retain talented staff, inadequate autonomy and the need for greater understanding of modern risk management techniques are identified as the main difficulties in quality implementation. The critical elements of infrastructure, legal framework that supports sound banking supervision and a credit culture that supports lending practices are the essence of a strong banking system. Widespread failures have occurred during a period of increased vulnerability that can be traced back to some regime change induced by policy or by external conditions.

1.3 OBJECTIVES OF THE STUDY

1. To understand the RBI Supervision in terms of on-site and off-site monitoring of banking system
2. To understand the practices of off-site monitoring of banking operations at different countries by their respective Central Banks
3. To know the benefits of off-site monitoring and surveillance (OSMOS) for the banks and ATMs in general and for the RBI in particular
4. To examine the up gradation of technology in off-site monitoring and surveillance (OSMOS)

1.4 ON-SITE AND OFF-SITE MONITORING OF RBI

RBI has the responsibility to supervise over the banks in order to assess their financial and operational conditions and the quality of management. On-site inspection and off-site monitoring are the two important methods to monitoring the entire banking system in the country. On-site inspection is carried out on an annual basis whereas off-site monitoring is done normally between two periods of on-site inspection. The main objective of off-site surveillance is to monitor the financial health of the banks.

In USA, on-site monitoring and in New Zealand, off-site monitoring considered as most important.

The Narasimham Committee recommended the setting up of off-site monitoring system to strengthen the financial sector supervision.

BFS was setup to implement the off-site monitoring; to make available the ongoing information about the health of the banks, to capture systematic trends in banking policy initiatives, to better focus on supervisory effort and to identify the banks financial deterioration and act as an early warning system (EWS).

1.5 OFF-SITE MONITORING OF CENTRAL BANK IN DIFFERENT COUNTRIES

Off-site surveillance in different countries has evolved over a period of time, depending on the country's financial system and its level of growth and development. Currently the UK, US, France, Singapore and Hong Kong are considered to understand trends in the off-site monitoring.

United States: In the United States FED, Office of the Comptroller of the Currency (OCC) and FDIC are important agencies which monitor and surveillance the banking system.

Office of the Comptroller of the Currency (OCC): The OCC charters, regulates, and supervises all national banks and federal savings associations as well as federal branches and agencies of foreign banks. The OCC is an independent bureau of the U.S. Department of the Treasury. In regulating national banks and federal thrifts, the OCC has the power to:

- Examine the national banks and federal thrifts.
- Approve or deny applications for new charters, branches, capital, or other changes in corporate or banking structure.
- Take supervisory actions against national banks and federal thrifts that do not comply with laws and regulations or that otherwise engage in unsound practices. Remove officers and directors, negotiate agreements to change banking practices, and issue cease and desist orders as well as civil money penalties.
- Issue rules and regulations, legal interpretations, and corporate decisions governing investments, lending, and other practices.

Its mission is to ensure that national banks and federal savings associations operate in a safe and sound manner, provide fair access to financial services, treat customers fairly, and comply with applicable laws and regulations.

In US the supervision is very strong on site-examination. Off-site surveillance process is called The Financial Institutions Monitoring System (FIMS) which supplements the supervision. FIMS is used to track the financial conditions of individual banks and banking organizations between on-site examinations. FIMS also cover the operations of supervision like capital adequacy, asset quality, earnings etc.

FED prepares Uniform Bank Performance Report. This report generated quarterly and covers the important supervisory indicators.

United Kingdom's: In UK the financial system is supervised by the Financial Services Authority and is done mostly with off-site monitoring. On-site work is done by reporting accountants who are specialized in bank audit. The supervisory process is found in three phases; risk assessment phase, tools of supervision phase and risk evaluation phase. Of which the risk based supervisory is dynamic, in that the analyst receives new information throughout the process.

France: In France the off-site monitoring system involves prudential regulation of banks on five parameters like minimum capital and reserves, liquidity, large exposures ratio, solvency ratio and capital adequacy ratio. The supervisory agency is Commission Bancaire which supervises the entire banking system in the France. The bank's compliance with the prescribed guidelines is monitored quarterly and violations are dealt accordingly. The off-site information is supplemented by on-site inspection reports. Actions under off-site surveillance are preventive measures like advising bank management, resorting to on-site inspection and other measures and disciplinary sanctions.

Singapore: Banks supervision in Singapore is the responsibility of Monetary Authority of Singapore (MAS). It has adopted off-site monitoring for continuous banks supervision in the Singapore. Under this system it has prescribed set of returns which are supposed to send to the MAS by all banks monthly, quarterly and annual. Those returns cover; capital adequacy, asset quality, statutory liquidity, connected lending, call money borrowings, negotiable certificates of deposit, balance sheet, large borrowers, profit and loss account, foreign exchange business transacted and loan syndication.

Hong Kong: The Hong Kong Monetary Authority (HKMA) has the responsibility to promote general stability and effective working of the banking system in the Hong Kong. A member of off-site team is supervising a portfolio of banks as a Case Officer. It collects monthly/quarterly prudential off-site returns covering assets and liabilities, profit and loss, capital adequacy, liquidity, large exposures, loan classification, maturity profile of assets and liabilities, foreign exchange position, interest rate risk, country risk, market risks and a certificate of compliance with various requirements under the law. There is a CAMEL rating system in place to trigger discretionary supervision.

1.6 OFF-SITE MONITORING AND SURVEILLANCE (OSMOS)

In the efficiency of off-site mentoring, technology played a greater role. As such RBI Has introduced OSMOS, the computerized off-site system to monitor banks in 1995. This technology helped the Reserve Bank of India (RBI) to enhance its capability of supervisory role. When OSMOS was set up the technology was 'Lotus Notes'.

Prior to the operational stabilization of OSMOS, the supervisory process of RBI Was on financial health of banks dominated by on-site examination this is not given enough information on the financial health of the banks. With the introduction of OSMOS, its process is mixture of both on-site and off-site and has provided the benefits to both banks and RBI

It helps in proper management information system (MIS), which means sending in prudential reports to RBI. Nowadays the chairman of a bank carries a set of latest DSB returns to all the meetings and discussions. It helps the banks to compare their performance in lines of CAMELS (i.e capital adequacy ratio, asset quality, managerial excellence, earnings quality, quality of liquidity and systems) and try to improve on such aspects where they lag behind.

It helps the bank in understanding the report, on will money borrowings, interest charges on advances and paid on deposits, non-performing assets (NPAs), Non-statutory liquidity ratios (SLR) investments of banks, expense ratios of banks periodically.

BENEFITS TO RESERVE BANK OF INDIA (RBI)

OSMOS act as an early warning signal to the supervisor as the data available on frequent basis it helps in reviewing banking system on a half-yearly basis in the basis of offside data. It supports policy making.

It provides data for IMF, world bank and other international Rating agencies it help in various of Macro prudential Indicators (MPI) on a half yearly basis. Recently, the furs shifted and from Macro prudential Indicators (MPI) and towards more broad based financial sound indicators (FSI)

1.7 E-SURVEILLANCE FOR ATM's

This has been the latest development in monitoring the ATMs during the demonetization process. With this, banks can get real time view what is happening in side of the ATMs and also they can be able to view multiple sites at a time through centralized control room. And this ESurveillance of ATMs would help us in ensuring the safety of operations and avoiding the fights and scuffles at ATM centers which were lead to criminal activities. It can also avoiding the tampering of ATM machines. Having surveillance monitoring during off hours will help to keep ATMs and branches secure against any incidents including theft and robbery, machine broking, unauthorized access to cash lockers as well as currency chests. It also helps in understanding the activities during off hours and also know about the hygiene and cleanliness of the ATM sits. GizmoSupport is leading outsourcing service partner specialized in enhancing customer experience. This outsourcing service provider would help in reducing unnecessary wastage of energy, lighting etc. And also tracking the security staff's behavior at ATMs during on and off hours. Overall it provides complete security solutions the banks.

1.8 UP GRADATION OF TECHNOLOGY

In the year 1995, Department of internal development (DFID) of UK is in need of keeping best international practices in supervision of banking system. As such it appointed Price Water House Coopers, London to conduct or the system requirement study, while SRS study made by UK the RBI agreed to outsource the software for the same.

Benefits derived on amount of the upgraded software which include; Ensure validation of returns with data quality coupled with simple loading process, 150 standard reports enabling bank monitoring division to analyze financial position of banks, Data warehousing component feature was added and Using VSAT, the OSMOS data was available to major regional offices to view the data and use the information for holding meaningful discussions with banks.

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STUDY ON EMPLOYEE JOB SATISFACTION

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ABSTRACT

This project is undertaken A study on Employee Job satisfaction in EXCEL TECHNOLOGIES at Visakhapatnam region. Job satisfaction is an important indicator of how employees feel about their job and a predictor of work behavior such as organizational, citizenship, Absenteeism, Turnover. Job satisfaction can partially mediate the relationship of personality variables and deviant work behavior. Common research finding is that job satisfaction is correlated with life style. This main objective of this project is to define and show practically the importance for the level of employee job satisfaction. The basic introduction tells about the necessity of the study, objectives and the scope of study. The research methodology consists of data presentation and analysis of the study. Based on the research the conclusions were drawn by analyzing the impact of physical, psychological and environmental factors on job satisfactions of non- managerial employees of EXCEL TECHNOLOGIES.

KEYWORDS

HRM, job satisfaction.

INTRODUCTION

BACKGROUND OF THE STUDY

HRM is a term used to refer the philosophy, policies, procedures and practices related to the management of people begin an organization. Today every organization has to face highly competition. Therefore, organizations try to do right thing at the right time. In that situation HRM plays major roll to achieve organizational goals. Satisfaction is the one of major concept in Human Resource Management.

Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement.

Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups, pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

The survey made regarding the job satisfaction in **EXCEL TECHNOLOGIES** will facilitate and enables the management to know the perceptions and inner feelings regarding the job they are performing on day-to-day basis. The term job satisfaction reveals and focuses on the likes and dislikes of the employees of **EXCEL TECHNOLOGIES**. In this particular study the researchers try to identify the causes for satisfaction and dissatisfaction among the employees. So this is the most effective and selective instrument for diagnosing and peeping into the employee's problems.

Job satisfaction survey can give the most valuable information the perceptions and causes. For satisfaction/dissatisfaction among the employee's attitude towards job satisfaction may be either positive or negative. This positive feeling can be re-in forced and negative feelings can be rectified. This survey can be treated as the most effective and efficient way, which makes the workers to express their inner and real feelings undoubtedly.

For any future course of action/ development, which involves employee's participation, is considered. The management will get a picture their employee's acceptance and readiness. This survey also enables to avoid misinterpretations and helps management in solving problems effectively. It is observed during study some of the employees accepted the proposal survey research.

A perfectly contentment and satisfaction motivates an employee to be confident with a high morale, it is an asset to organization as a whole.

Thus the high motivation and morale of an employee make him to remain in the organization and encourage him to face cut throat competition and gives him enough dynamism to face challenges.

Every human being possess him own unique resource, if properly channels it by supportive and supplement, ultimately for achieving organization goals.

As proper breathing and diet is necessary to healthy human being so as is contentment to the job satisfaction. This contentedness ultimately acts as a key factor to human resource development.

DEFINITION

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Hoppock describes job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job.

Job satisfaction is defined as the, "pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values.

OBJECTIVES OF THE STUDY

The main aim of the study is to analyze and examine level of job satisfaction among the **EXCEL TECHNOLOGIES** employees and to know the problems faced by the employees of the various categories. The specific objectives are as follows:

- To present a profile of **EXCEL TECHNOLOGIES** and organizational structure etc.,
- To observe the level of satisfaction among of employees relating to the nature of the job and other factors.
- To identify the extent of job satisfaction in the BSNL employees and its impact on the job performance of the employees.
- To evaluate the working environment in **EXCEL TECHNOLOGIES**.
- To examine satisfaction regarding the salary and other benefits of its employees.
- To suggest suitable measures to improve the overall satisfaction of the employees in the organization.

SCOPE OF THE STUDY

In the survey an attempt has been made to analyze the job satisfaction of employees of **EXCEL TECHNOLOGIES**, Visakhapatnam.

The Head Office of the **EXCEL TECHNOLOGIES** is situated at New Delhi with as Circle Office in the Capital of Andhra Pradesh and a Divisional Office at Warangal District. The study tries to understand the level of satisfaction among the employees of BSNL. It further explains the area on which employees are mostly dissatisfied.

Job satisfaction of the employees has been analyzed on the basis of the following seventeen job related factors.

- Salary and monetary benefits
- Job security
- Promotion policy
- Working environment
- Employees participation in management
- Freedom of expressions
- Nature of job
- Interest taken by superiors
- Superiors and sub-ordinate relationship
- Medicare
- Loans
- Conveyance
- L.T.C.

METHODOLOGY

In the preparation of this report, the researcher the data from different sources. The sources of data as follows:

- **Primary data:** This data is gathered from firsthand information sources by the researcher, this data collection from employees, managers, clerks etc., by administering the questionnaire having face to face interaction with employees.
- **Secondary data:** This will give the theoretical basis required for the report presentation which can be available from various sources such as magazines, office files, inter office manual and web site.

DEFINITION OF JOB SATISFACTION

Different authors give various definitions of job satisfaction. Some of them are taken from the book of D.M. Pestonjee "Motivation and Job Satisfaction" which are given below: Job satisfaction is defined as a pleasurable, emotional, state resulting from appraisal of one's job. An effective reaction to one's job.

Weiss

Job satisfaction is general attitude, which is the result of many specific attitudes in three areas namely:

- Specific job factors
- Individual characteristics
- Group relationship outside the job

Blum and Naylor

Job satisfaction is defined, as it is result of various attitudes the person holds towards the job, towards the related factors and towards the life in general.

Glimmer

Job satisfaction is defined as "any contribution, psychological, physical, and environmental circumstances that cause a person truthfully say, 'I am satisfied with my job.'"

Job satisfaction is defined, as employee's judgment of how well his job on a whole is satisfying his various needs.

Mr. Smith

Job satisfaction is defined as a pleasurable or positive state of mind resulting from appraisal of one's job or job experiences.

RESEARCH METHODOLOGY

INTRODUCTION

This chapter covers the data presentation and analysis of the study. This study covers a sample of 50 employees selected at randomly out of employees of the **EXCEL TECHNOLOGIES**. All employees selected randomly and all of them represented the department of the factory which is sewing, cutting and printing. As well as all of employees were non managerial level.

Data analysis part will be divided in to two sections. First part will deploy to analyze and present general and demographic information. Second part will deploy to analyze employee response with respect to each factor. It clarifies each factor's relative importance and position among all factors.

PART-A: PRESENTATION AND ANALYSIS OF DEMOGRAPHIC VARIABLES

GENDER DISTRIBUTION

TABLE 1: GENDER DISTRIBUTION DATA GRID

Sex	No of Employees	%
Male	14	28%
Female	36	72%
Total	50	100%

The sample consists with 50 of non-managerial level employees. Out of the sample 14 of them were male, and they represented 28% of the sample. Rests of 36 employees were female and they represented 72% of the total sample. According that, female population is the dominated fraction of the sample.

AGE DISTRIBUTION

TABLE 2: AGE DISTRIBUTION DATA GRID

Age (Years)	No of Employees	%
16-20	2	4%
21-30	38	76%
31-40	9	18%
Above 40	1	2%
Total	50	100%

At the beginning of the study, all employees are categorized age wise. Thereby total sample divided in to four categories. First category is 16-20 age range. 02 of employees were belonging to that category and represent 4% of total sample. Second category is 21-30 age range. There were 38 employees in that category and they represented 76% of total sample. Third category is 31-40 age range. 9 of employees were there and represented 18% of total sample. Even though there is a one employee in above 40 age range and it represent 2%. According that 21-30 range is the largest of the sample.

CIVIL STATUS**TABLE 3: CIVIL STATUS DATA GRID**

Civil Status	No of Employees	%
Married	20	40%
Unmarried	29	58%
Divorced	01	02%
Total	50	100%

There were 20 married employees, 29 unmarried employees and 01 divorced employee. Married employees represent 40% of the total sample. Unmarried employees represented 58% and divorced employee represent as 02% of total sample.

EDUCATION LEVEL**TABLE 4: EDUCATION DATA GRID**

Educational level	No of Employees	%
Up to year 8	2	04%
Up to year 10	8	16%
O/L Passed	27	54%
A/L passed	13	26%
Total	50	100%

At the beginning of the study, educational level is also categorized in to four categories. Firstly, employees who are educated up to year 8 (2 employees) which represented 4% of the total sample. Secondly, employees who are educated up to year 10 (08 of employees) represented 16% of the total sample. Thirdly, 27 of employees had passed ordinary level and represented 57% of the total sample. Advanced level passed employees were 26% of the total sample and 13 of employees belong to that category. Even though I inserted a category for high education, none were included.

SERVICE**TABLE 5: SERVICE DISTRIBUTION DATA GRID**

Period of Service	No of Employees	%
Below 01 year	8	16%
Year 01-03	13	26%
Year 04-07	18	36%
Above 07 years	11	22%
Total	50	100%

This component represents the number of years of employee service with the company. 08 of employees have worked less than one year and they represented 16% of the sample. The employees, who are employing greater than one year and less than three years, were 13 of the sample and represented 26% of the total sample. 18 of employees, who worked greater than four years and less than seven years, were represented 36% of the sample. 11 of employees belong to higher service category. That is the category beyond seven years. They represented 22% of the total sample.

SALARY DISTRIBUTION**TABLE 6: SALARY DISTRIBUTION DATA GRID**

Salary	No of Employees	%
6500-7500	10	20%
7501-8500	14	28%
8501-9500	13	26%
More than 9500	13	26%

According to collected data, 10 employees belong to Rs. 6500-7500 range which is 20% of the sample. 14 employees earned beyond Rs. 7500 - 8500 range which represented 28% of the total sample. 13 employees belong to Rs. 8501-9500 range were they represented 26% of the sample. Also 13 of employees have earned more than Rs. 9500 which represented the 26% of the total sample.

PART B**PSYCHOLOGICAL FACTORS****EMPLOYEE ATTITUDES TOWARDS HEALTH & SAFETY****TABLE 7: HEALTH & SAFETY DATA GRID**

Level	No of Employees	%
High	48	96%
Moderate	2	4%
Low	0	0%
Total	50	100%

According to the collected data, 48 employees had high attitudes towards health and safety and they represented 96% of the total sample. There are two employees who had moderate attitudes and represented 4% of the total sample. No employees seem to have low attitude on health & safety of the organization.

EMPLOYEE ATTITUDES TOWARDS THE WORKING RESPONSIBILITY**TABLE 8: WORKING RESPONSIBILITY DATA GRID**

Level	No of Employees	%
High	42	84%
Moderate	3	6%
Low	5	10%
Total	50	100%

Work responsibility denotes employee attitude towards work performed. According to summarized data, 42 employees had high level attitudes with work responsibility and they represent 84% of the total sample. There are 3 employees were moderate level and 5 employees were low level attitudes towards the working responsibility. They were representing 6% and 10% accordingly of the total sample.

EMPLOYEE ATTITUDES TOWARDS THE JOB SECURITY**TABLE 9: JOB SECURITY DATA GRID**

Level	No of Employees	%
High	31	62%
Moderate	7	14%
Low	12	24%
Total	50	100%

According to collected data, 31 employees had high attitudes with the job security and they represented 62% of the total sample. 7 employees were moderate and it represents 14% of the total sample. Out of the sample, 12 employees had low attitude with job security and they represented 24% of the total sample.

EMPLOYEE ATTITUDES TOWARD THE PROMOTION

TABLE 10: PROMOTION DATA GRID

Level	No of Employees	%
High	30	60%
Moderate	6	12%
Low	14	28%
Total	50	100%

According to collected data, 30 employees had high attitudes towards promotions and they represented 60% of the total sample. There are 6 moderate employee attitudes about promotion and where they represent 12% of the sample. 14 employees had low attitudes about promotions and representing 28% of the total sample.

PART-C

PHYSICAL FACTORS

EMPLOYEE ATTITUDES TOWARDS THE PAYMENTS

TABLE 11: PAYMENTS DATA GRID

Level	No of Employees	%
High	35	70%
Moderate	4	8%
Low	11	22%
Total	50	100%

This component indicates employee attitude towards the payments scheme. According to collected data, 35 employees had high attitudes and they represent 70% of the total sample. Out of the sample, 4 employees were moderate and representing 8% of the sample. 11 employees had low attitudes and they represent 22% of the total sample.

EMPLOYEE ATTITUDES TOWARD THE CO-WORKERS

TABLE 12: CO-WORKERS DATA GRID

Level	No of Employees	%
High	47	94%
Moderate	01	2%
Low	02	4%
Total	50	100%

According to collected data, 47 employees had high attitudes towards their co-workers and they represented 94% of the total sample. There is one moderate employee and who represents 2% of the total sample. In the third category, two employees had low attitudes were they represent 4% of the total sample.

EMPLOYEE ATTITUDES TOWARDS THE WELFARE SERVICE

TABLE 13: WELFARE SERVICES DATA GRID

Level	No of Employees	%
High	36	72%
Moderate	06	12%
Low	08	16%
Total	50	100%

This component indicates that employee attitudes towards the welfare service provided by the company. According to the collected data 3 employees were high attitudes and they represent 72% of the total sample. Out of the sample 6 employees were moderate attitudes and they represent 12% of the sample. 8 employees were low attitudes and they represent 16% of the total sample.

EMPLOYEE ATTITUDES TOWARDS USING EMPLOYEE SKILLS AND ABILITIES

TABLE 14: USING EMPLOYEE SKILLS & ABILITIES DATA GRID

Level	No of Employees	%
High	33	66%
Moderate	06	12%
Low	11	22%
Total	50	100%

According to collected data, 33 employees had high attitudes towards using employee skills and abilities where they represent 66% of the total sample. 6 employees were moderate and represent 12% of the total sample. Out of the sample, 11 employees had low attitudes and they represent 22% of the total sample.

CONCLUSION

Above is a research done based upon analyzing the impact of physical, psychological and environmental factors on job satisfactions of non- managerial employees of EXCEL TECHNOLOGIES. A sample of 50 employees was randomly selected from five strata's which were selected through stratified sampling technique. Questionnaires were distributed among these employees in gathering data with based on physical, psychological and environmental factors affecting their job satisfaction. Questionnaire consisted of two sections where section A consisted of gathering data on demographic factors and section B involved gathering data on three independent factors.

- Almost all the employees are satisfied with the wages paid to them.
- 70% of the employees feel that there should be an incentive wages scheme for efficient work in the organization.
- Employees are satisfied with the present working conditions and feel secure about their job.
- 70% of the employees feel that the management is sympathetic to some extent in their problems faced at workstation,
- Management shares a very good relation with the workers.
- Employees are satisfied with the facilities provided to them and are free to express their views freely to the management.
- Supervisors are ready to clear the doubts and help in improving their performance.
- 70% of the employees feel that the company policies really protect their interests.
- 50% of the employees are satisfied with the present management setup.
- 60% of the employees feel that the company policies should be changed.
- Employees are satisfied with the training provided to them in improving their performance.
- Medical, educational and housing loans are the financial benefits provided to the employees by the organization.

- Expenses for the injured workers are borne by the organization.
- Medical compensation is also provided to the injured workers.

Overall the employees of **EXCEL TECHNOLOGIES** are having a very high job satisfaction and hence they are working with great enthusiasm and zeal to achieve their organizations goal.

SUGGESTIONS

1. 50% of the employees feel that the present management should be changed.
2. 40% of the employees feel that the company policies should be changed.
3. 30% of the employees feel that the company policies are not able to protect their interests and hence they should be changed.
4. Majority of the employees feel that there should be an incentive wage scheme for efficient work in the organization.
5. The management should be more helpful and sympathetic towards the problems faced by the workers at the workstation.

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