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A POLICY FRAMEWORK FOR MANAGING DIVERSITY IN THE DEPARTMENT OF THE PREMIER OF THE WESTERN CAPE PROVINCIAL GOVERNMENT

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ABSTRACT

This article attempts not only to highlight the importance of the implementation of genuine diversity management policies, strategies and programmes that will equip employees with the necessary skills to interact with and value the contribution of employees from different cultural backgrounds and, in so doing, realize their full potential and that of the department but also to establish policy guidelines, which the Department of the Premier can utilize to improve the relationship and interaction between employees from different cultural backgrounds in order to ensure a competitive advantage with regard to service delivery. The article also acknowledges that a stable workforce is a prerequisite for the implementation of an agreed long-term plan, increased efficiency and effectiveness, improved quality and continued service delivery of a very high standard. Being from different backgrounds, each employee brings his or her own perceptions and experiences to the workplace. Encouraging the management of diversity of culture could help to generate new ideas and innovative approaches to tackle workplace problems. It is thus imperative that an instrument must be in place to harness the different perceptions and experiences and utilizing it to create a competitive advantage. Genuine diversity management policies, strategies and programmes will equip employees with the necessary skills to interact with and value the contribution of employees from different cultural backgrounds and, in so doing, realize their full potential and that of the employer

KEYWORDS
Managing diversity, HRM.

INTRODUCTION

ociety consists of people who represent different races, cultures, backgrounds, etc. and the workplace is where they are thrown together in order to accomplish a common purpose. Managing this melting pot of diversity has become the topic of many books, which endeavour to define it and provide some insight as to how it can be addressed. Thomas (Harvard Business Review on Managing Diversity 2001:12), states that managing diversity does not mean that diversity must be contained or controlled but rather be utilised as an enabler where every member of the workforce is encouraged to perform to his or her potential. In South Africa different race groups were forced to develop separately pertaining to all aspects of their lives. With the establishment of the first democratically elected government in 1994 they could without fear, embark on a journey of discovery of each other. In most cases before 1994 the only interaction between different races was limited to the workplace within a specific context that did not allow for exploration of the person behind the face. The workplace also entrenched the notion of separate development as per legislative framework, which further polarised the relationship between people of different races.

Within the public service the same scenario played out with legislation allowing people of different races to only deliver services to people of that specific race. For people in these "own affairs" administrations, interaction with people of other races only occurred in exceptional circumstances and within a specific context. When the African National Congress (ANC) won the first democratic elections in 1994 the transformation of the public service in South Africa was an important consequence to ensure that the composition of the public service reflect representation of the country's population but also to amalgamate the various apartheid administrations created in terms of the policy of separate development. The amalgamation of all the various apartheid administrations in the Western Cape culminated in the establishment of the Provincial Administration: Western Cape. Employees rendering services to members of their own race were absorbed and placed in the new administration with the new mandate to render services to all South Africans irrespective of their race. Employees representing different population groups with different work procedures, different files and different backgrounds had to deliver services to citizens as a cohesive unit. The composition of the public service was such that the senior management positions were occupied by whites, which allowed for the culture within the public service to still reflect that of the white community. This state of affairs allowed for employees of different race groups to be assimilated into this existing culture which also applied to the Provincial Administration: Western Cape. However the differences, which people of different race groups brought to the new administration, were never explored and utilised as a competitive advantage to realize the full potential of every employee and that of the Department.

A BACKGROUND TO MANAGING DIVERSITY IN THE DEPARTMENT OF THE PREMIER, WESTERN CAPE PROVINCIAL GOVERNMENT

The transformation of the public service in South Africa was an important consequence of the first democratic elections in 1994 to ensure that not only the composition of the public service reflects representation of the country's population but also to amalgamate the various apartheid administrations created in terms of the then ruling National Party's policy of separate development. The Constitution of the Republic of South Africa, 1996 (South Africa, 1996: 117) stipulates in article 195(1)(i) that "Public Administration must be broadly representative of the South African people, with employment and personnel

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management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.' To give effect to the constitutional principle of redressing the imbalances of the past to achieve broad representation the Employment Equity Act, 1998 (South Africa, 1998: 5) was passed of which the preamble reads: " Recognising that as a result of apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market; and that those disparities create such pronounced disadvantages for certain categories of people that they cannot be redressed simply by repealing discriminatory laws, therefore , in order to promote the constitutional right of equality and the exercise of true democracy; eliminate unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation,…". The White Paper on Human Resource Management in the Public Service, 1998 (South Africa, 1998: 11) determines that "a major human resource management objective will be the development of a genuine culture of diversity which builds positively on employees' differing cultural backgrounds".

After 1994 the new government led by the ANC made the reconstruction and development of the country a priority, which included the public service. The democratisation of the Public Service has been a concerted effort to correct past imbalances and discriminatory practices within the public service. The active introduction, monitoring and promotion of employment equity and affirmative action have seen a greater diversification of the Public Sector. White males dominated the public service so no meaningful representation by members of other cultural groups existed, especially in the senior management. Improved human resource management practices, combined with effective affirmative action should redress these imbalances within a relative short period of time however; achieving numerical balance will not be enough to create a culturally diverse workforce because cultural diversity is wider than race, gender and disability. Other cultural differences also needed to be taken into account. The White Paper on Human Resource Management in the Public Service (2001) (South Africa, 1998:25) highlights the fact that organisations are characterised by a corporate culture, reflecting attitudes to the way work is done and to the way the people within the organisation are expected to behave. It states that for most part the public service still reflects the culture developed prior to 1994 with some of the following characteristics:

- An emphasis on regulation and adherence to centrally determined processes.
- The rigid classification of tasks and lack of workforce mobility.
- A strong sense of hierarchy and a reluctance to question those in higher authority.
- Formality in inter-personal relationships.
- The valuing of formal qualifications and seniority over other skills and experiences.
- Lack of workforce and "customer" participation.
- A tendency to exclude and discount the views and values of those outside the dominant group.

After 13 years of democracy the Public Service Commission (PSC) (South Africa. Public Service Commission, 2005: 41) still finds it necessary to include in its "State of the Public Service Report" that the Western Cape was the least transformed in contrast to all the other provinces. The integration of the different races still did not take place, because the trust that is needed to foster diversity in the workplace is not there. Another barrier that prevented diversity from being effected properly is language in that Afrikaans was the dominant language utilised in the Western Cape Government. The position of the Department of the Premier was the same as what occurred in the rest of the public service. With the implementation of employment equity, people of the disadvantaged groups were appointed to posts on a higher level. Organisational customs assumed that what was successful in the past would be successful in the future and as a result newcomers who joined the department were expected to adjust to the traditions, norms and values of the previously dominant group. The Department of the Premier: Western Cape as an instrument of government has a responsibility to ensure that its composition reflects all sections of society and also facilitate the development of a genuine culture of diversity which will contribute to the increase of productivity by maximising the contribution of all employees.

The Department of the Premier: Western Cape has undergone a process of re-engineering in order to improve on the execution of its mandate. The process of re-engineering was also utilised to improve on the representivity of all sections of society especially in the senior management services. Although the re-engineering process improved the numerical affirmative action targets, people were still operating in silos and the interaction between staff were limited to the bare essentials to get the job done. The diverse cultures, backgrounds and experiences, which the employees brought with them, needed to be managed in order to ensure that the goals of the Department were achieved optimally.

UNDERSTANDING THE NEED FOR A POLICY FRAMEWORK TO MANAGE DIVERSITY WITHIN THE DEPARTMENT OF THE PREMIER, WESTERN CAPE PROVINCIAL GOVERNMENT

According to Erasmus et al (2005:26) "People are central to government effort to execute its functions and to render services to the public. The manner in which employees interact with each other have a considerable effect on the effectiveness and efficiency of services being rendered to citizens." In its legislative frameworks the government indicated that a major human resource management objective would be the development of a genuine culture of diversity, which builds positively on employees' cultural backgrounds as outlined in the White Paper on Human Resource Management in the Public Service (South Africa, 1997: 11). How the development of the diverse culture should occur and what strategies needed to be put in place has not been defined. Guidelines in respect to how this should be accomplished were not stipulated with the consequence that departments do not give much attention with regard to the improvement of diversity.

The **core problem**, which this article addresses, revolves around the absence of genuine diversity management policies and programmes that will assist the Department of the Premier: Western Cape to use the diversity of its workforce as a competitive advantage to realize the full potential of every employee and that of the department. The implementation of diversity programmes may assist to neutralize and change the organisational culture of public institutions, which would improve service delivery to all sectors of citizens being served. Service delivery occurs within the guidelines of prescribed policies and frameworks to ensure consistency and also accountability for actions taken. The implementation of a diversity management policy would ensure that consistency in its application among employees in the department would occur, but will also ensure that employees could be held accountable if the requirements of the policy were not adhered to.

The implementation of strategies and programmes would ensure that structured processes were undertaken to change people's attitudes and behaviours in a positive manner that would accommodate differences of others, but also lead to understanding their own differences and how it is perceived by colleagues and citizens. Managers responsible for diverse employees should ask themselves the question, "Am I fully tapping the potential capacities of everyone in my department? If the answer is no, they should ask this follow-up question, "Is this failure hampering my ability to meet performance standards?" The answer to this question would undoubtedly be yes. (Harvard Business Review on Managing Diversity 2001:6). Affirmative action is utilised by the government as a strategy to transform the public service to be more representative of the population it serves. People of the disadvantaged community were employed however something else would have to get them to perform to their potential. This something can be classified as managing diversity. In the absence of formalised diversity management policies and strategies the responsibilities for diversity in the Department of the Premier were left to supervisors who could decide how they wanted to ensure a diverse workforce. The haphazard addressing of diversity issues is not enough to change people's mindsets and behaviours.

DEFINING THE TERMS OF REFERENCE FOR DIVERSITY MANAGEMENT IN THE DEPARTMENT OF THE PREMIER, WESTERN CAPE PROVINCIAL GOVERNMENT

Thomas (1999:5) defines diversity as: "… any combination of individuals who are different in some ways and similar in others." He alludes to the challenge posed to 'abandon our accustomed ways of thinking about diversity which refers to the "main" people and then the "others" where the "others" constitute the diversity. Thomas (1999:5) further indicates that "… diversity is not a function of race or gender or any other us-versus-them dyad, but a complex and ever

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changing blend of attributes, behaviours and talents." When we refer to diversity in the workplace we ultimately relate to the staff with regard to the different races, cultures, etc. they represent, and how their composition is further improved through policies of employment equity and affirmative action. Managing diversity for many means the ability of organisations to improve the number with regard to people of the disadvantaged group whom they employ.

The concept of diversity is based on individual acceptance and respect. It is an understanding that individuals are unique and different. Diversity includes race, ethnicity, gender, sexual orientation, socio-economic status, culture, age, physical ability and religious, political and other beliefs. Other terms and concepts that can be linked include the following:

(a)   Managing diversity

Thomas (1996:10) defines managing diversity as a "planned systematic and comprehensive managerial process for developing an organisational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of the organisation and where no-one is excluded on the basis of factors unrelated to productivity. Accordingly, the process of managing diversity:

- is a means of creating an organisational environment which promotes the sustainability of well constructed programmes of affirmative action;
- is linked to individual and interpersonal interventions;
- is linked to training and development; and
- is linked to sound business reasons which ensure the achievement of organisational objectives."

Duggett and Beptucci (as cited in UNDESA – Managing diversity in the Civil Service (2001:2) define managing diversity in the context of the public service as: "the policies, programmes and practices set in place to ensure that diversity exists and is a positive force enhancing the purposes and the structure of governance."

(b)   Cultural diversity

Diversity includes cultural diversity. According to Sonnenschein (1997:11) culture refers to the system of beliefs, values, customs and institutions that create a common identity and ways of behaviour for a given people. Cultural diversity includes (but is not limited to):

- Language.
- Race.
- Ethnicity.
- Dress.
- Values.
- Religion and religious practices.
- Social and community responsibilities.
- Family and family responsibilities.
- Political views.

(c)   Multiculturalism

Multiculturalism is based on the acceptance, respect, understanding and appreciation of different cultures in the community. According to Caleb Rosado (1996:2) "Multiculturalism is a system of beliefs and behaviours that recognizes and respects the presence of all diverse groups in an organization or society, acknowledges and values their socio-cultural differences, and encourages and enables their continued contribution within an inclusive cultural context which empowers all within the organization or society".

(d)   Affirmative action

"Affirmative action can be seen as a means of correcting historical injustices…" (Thomas; 1996: 6). According to Erasmus et al (2005: 163): Taylor indicate that "Affirmative action refers to specific steps, beyond ending discriminatory practices that are taken to promote equal opportunity and to ensure that discrimination will not recur. The goal of affirmative action is to eliminate non-legal barriers to equal employment opportunity, including intentional discriminatory policies and practices, and unintentional (structural or systemic) discrimination. Affirmative action is best understood as a diverse continuum of more or less severe responses that attempt to overcome discrimination." According to Erasmus et al (2005: 163), Sachs state that "Affirmative action in the South African context has extremely broad connotations, touching, as apartheid did and still does, on every area of life … affirmative action covers all purposive activity designed to eliminate the effects of apartheid and to create a society where everyone has the same chance to get on in life. In terms of the African National Congress (ANC) draft Bill of Rights, all anti-discrimination measures, as well as all anti-poverty ones, may be regarded as constituting a form of affirmative action."

(e)   Assimilation

According to Loden (as cited in Managing Diversity Course Pack (2002: 30), assimilation reinforces the rightness of traditional ways of doing things and often creates an organisational myopia that either mandates conformity or creates confusion, isolation and tension among those who do not conform. The goal of assimilation is to eliminate cultural differences, or at least the expression of the different cultures at work. To accomplish this, entering members who are culturally different from the organisation's culture must reject or at least repress the norms, values and practices of the socioculture from which they have come.

(f)   Organisational culture

According to Bennet (as cited in Pekeur, (2002:25) organisational culture is defined as "the totality of the attitudes, norms, beliefs and perspectives shared by the majority of the members of an organisation". Denison (as cited by Cox (1993:161) define organisational culture as the "underlying values, beliefs and principles that serve as a foundation for the organisations management system as well as the set of management practices and behaviours that both exemplify and reinforces those principles." Edgar Schein, (1993: 373-374) define organisational culture as: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

(g)   Prejudice

According to the Macdonald series (as cited in Pekeur, (2002:23) prejudice is defined as a "set of beliefs and includes a belief in inherited characteristics". Eyes, hair and other physical traits can be inherited. Family, friends, peers, schools, teach beliefs. Prejudices also include ethnocentrism, which is the tendency to judge all other cultures by one's own standards. Cox (1993:161) defines prejudice as referring to attitudinal bias and means to prejudge something or someone on the basis of some characteristics. Prejudice may be manifested as either a positive or negative predisposition toward a person; however most experts on the subject define it in terms of negative attitudes toward certain groups and their members."

(h)   Stereotyping

According to Londen & Rosener (as cited in Pekeur (2002:23) stereotyping is defined as a "fixed and distorted generalisation made about all members of a particular group. It ignores individual differences and also represents rigid judgements made about others that do not take into account the specifics of the person or the situation". Cox (1993:88) defines stereotyping as a "perceptual and cognitive process in which specific behavioural traits are ascribed to individuals on the basis of their apparent membership in a group".

(i)   Discrimination

According to the Macdonald series (as cited in Pekeur, (2002:23) discrimination is defined as "behaviours that are based on prejudice. It includes any treatment which puts a group at a disadvantage, for example, intentional discrimination whereby certain groups are deliberately excluded, or unconscious or systematic discrimination where policies or qualifications discriminate inadvertently against people". Article 1, paragraph 1, of the International Convention on the Elimination of all forms of racist discrimination (General assembly resolution 2106A (XX) annex 1965:3) define discrimination as "any distinction, exclusion, restriction or preference based on race, colour, descent, or national, or ethnic origin which has the purpose or effect of nullifying or impairing the recognition,

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enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life."

(j)   Attitude

"According to Chapman (as cited in Pekeur (2002:24), most psychologists define attitude as a mind set that causes a person to respond in a characteristic manner to a given stimulus. Fox and Meyer (as cited in Pekeur (2002:24) define attitude as the "tendency or preparedness of an individual or a group to react in a predictable manner.".

(k)   Diversity awareness

According to Pekeur (2002:21) diversity awareness is defined as "having knowledge of or being informed about differences among various groups in the workplace". According to Thomas (as cited in Pekeur (2002:21), diversity awareness also focuses on creating awareness, acceptance and understanding of individual differences in the workplace.

(l)   Valuing of differences

According to Londen & Rosener (as cited in Pekeur (2002:22) valuing of differences is defined as "a management philosophy that assumes that we will be more successful as individuals, work teams, organisations, and a society if we acknowledge, respect and work with the differences that we have".

(m)   Dimensions of diversity

The human race consists of people of different shapes, sizes, colours, etc. Through their differences people can be distinguished from one another, which helps to differentiate them. Londen and Rosener (as cited in Pekeur 2002:32) distinguish between the primary and secondary dimensions of diversity. He indicates that the word dimension is used to describe the properties and characteristics, which constitute the whole person. According to them all individuals have a number of characteristics or dimensions by which they are measured and no style or dimension stands alone.

PRIMARY DIMENSIONS OF DIVERSITY

According to Pekeur (2002:32) primary dimensions of diversity are those human differences which are inborn and which exert an important influence on our early socialisation and an ongoing input throughout our lives. They represent the core of our identities, which are:

- Age,
- Ethnicity,
- Gender,
- Physical ability/qualities,
- Race,
- Sexual orientation.

SECONDARY DIMENSIONS OF DIVERSITY

According to Pekeur (2002:33) secondary dimensions of diversity refer to those things, which can be changed. They represent differences that are acquired, discarded and / or modified throughout people's lives. They include but are not limited to:

- Educational background.
- Geographical location.
- Income.
- Marital status.
- Work experience.
- Parental status.
- Religious status.

THE DIFFERENCE BETWEEN MANAGING DIVERSITY, VALUING DIVERSITY AND AFFIRMATIVE ACTION

According to Galagan (as cited in Pekeur (2002:34) managing diversity can be described as a behavioural approach with the emphasis on building specific skills and creating policies, which draw the best from every employee. Effort forms the yardstick for monitoring progress towards the achievement of objectives and goals. The valuing of diversity is more of a qualitative approach while affirmative action is a quantitative approach. In the valuing of differences the main emphasis is on appreciating differences and the establishment of environments in which every person will feel accepted and valued. According to Thomas (as cited in Pekeur (2002:34) the valuing of differences endeavours to foster greater awareness and acceptance of individual differences and greater understanding of the nature and dynamics of individual differences. Valuing of differences assists participants in understanding their own feelings and attitudes towards people who are different, in exploring how differences could be tapped as assets in the workplace, and in enhancing work relations between people who are different. According to Thomas (as cited in Pekeur (2002:34) by accepting, tolerating and understanding diversity however is not by themselves enough to create an empowered workforce. In order to empower a diverse group of employees to perform to their full potential managing the diversity within the group is needed. Affirmative action has as its purpose to achieve equality of opportunities in the workplace. According to Jenner (as cited in Pekeur (2002:34) diversity management focuses on the diverse needs of employees such as childcare, family leave and flexible holiday schedules, not the cultural diversity of employees. Pekeur (2002:35) further stipulates that diversity management also requires the putting in place of policies and procedures that empower managers to meet the diverse needs of employees. Valuing of diversity centres on interpersonal qualities, such as race, gender and language, and affirmative action directs attention to laws, which guide recruitment and promotion.

LEGISLATION IMPACTING ON DIVERSITY MANAGEMENT IN THE DEPARTMENT OF THE PREMIER, WESTERN CAPE

Article 195(1)(i) of the Constitution (South Africa:117) determines that a basic value and principle that must govern public administration is that public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation. To give effect to this principle the following legislation and policy directives were initiated and implemented by government to impact on the structure and composition of the public service:

(a)   Employment Equity Act.
(b)   Public Service Act.
(c)   White Paper on the Transformation of the Public Service.
(d)   White Paper on Human Resource Management in the Public Service.
(e)   White Paper on Affirmative Action in the Public Service.
(f)   Employment Equity Act

The Employment Equity Act, South Africa (1998:5) was implemented to remove the past legacy of discrimination in employment and to redress the effects of discrimination in order to achieve the diverse workforce as demanded by the Constitution. The Act aims to help redress the disadvantages emanating from past racial policies and to ensure the accommodation of differences between people in the workplace. The Act also seeks to redress the disadvantages of the past created by apartheid through providing for affirmative action. Through the Act the employment of members of the disadvantaged groups are enhanced which contributed to the diversification of the public service as envisaged by the Constitution.

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According to Erasmus et al (2005: 185) the two main aims of the Act are to achieve employment equity by promoting equal opportunity and fair treatment and the implementation of affirmative action measures to redress the disadvantages in employment experienced by designated groups in order to ensure their equitable representation in all occupational categories and levels in the workforce.

(b)   Public Service Act

The Public Service Act, South Africa (1994:1) provides for the appointment and the filling of posts in the public service where due regard should be given to equality and the other democratic principles enshrined in the Constitution. The implications of this is that the evaluation of persons shall be based among other factors on: "the need to redress the imbalances of the past to achieve a public service broadly representative of the South African people, including representation according to race, gender and disability Erasmus et al (2005: 177)." Erasmus et al further indicate that as all appointments of public service employees occur in terms of the Act, it becomes legally possible to start with the implementation of the affirmative action targets as envisaged in the White Paper on the Transformation of the public service.

(c)   White Paper on the Transformation of the Public Service

According to Erasmus et al (2005: 176) the White Paper focuses among other things on representativeness and affirmative action in the South African Public Service. They further state that the point of departure for the documents chapter on representativeness and affirmative action is that "representativeness … a necessary precondition for legitimising the public service and driving it towards equitable service delivery." He further state that the main target group for affirmative action programmes have been identified as black people, women and people with disabilities.

(d)   White Paper on Human Resource Management in the Public Service

Erasmus et al (2005: 177) contend that human resource management is regarded as one of the strategic instruments of the transformation agenda for the public service and for this reason the white paper was published in 1997. According to Erasmus et al (2005:77) one of the points of departure for this white paper was the perceived discriminatory nature of existing personnel management practices leading to a situation in which, although 79% of public servants were black, only 38% of staff were in the management echelon. Erasmus furthermore indicates that although the formal barriers to advancement for previously disadvantaged groups had already been removed in 1997, various levels of the public service were still effectively closed to external applicants. He also stipulates that diversity seemed to be one of the key principles of the white paper, not only to create a representative workforce, but also to make a contribution to improved service delivery. He concludes that the white paper proposed the following main aims for a diversity management strategy:

- Identify and raise awareness of cultural differences within the workforce.
- Analyse the existing corporate culture and identify practices and behaviour which (a) support and (b) which undermine cultural diversity.
- Develop processes and behavioural norms to manage diversity which strengthen the positive and redress the negative aspects of the existing culture.
- Institutionalise diversity management by integrating it with the organisations management practices.

(e)   White Paper on Affirmative Action in the Public Service

Erasmus et al (2005:180) contend that the purpose of the white paper is to convey the government policy on the implementation of affirmative action programmes in the South African public service. He further states that the policy document sets out the mandatory requirements and provides guidance on the steps for national departments and provincial administrations to take in developing their affirmative action programmes. It also outlines the accountability, monitoring, reporting and co-ordinating responsibilities of various role-players. The objectives formulated in the policy were firstly to enhance the capabilities of the historically disadvantaged, secondly to inculcate a culture which values diversity and supports the affirmation of those who have previously been unfairly disadvantaged and thirdly to speed up the achievement and progressive improvement of the numeric target set out in the white paper on the transformation of the public service.

CREATING A CULTURE FOR MANAGING DIVERSITY IN THE DEPARTMENT OF THE PREMIER, WESTERN CAPE

According to Dwivedi (2001:7) public servants are perceived to be the interpreters of societal conscience and are also the people who turn the public's moral values into fair results by operationalizing public morality in action. He further contends that for a liberal democracy to flourish, it is crucial that its public service exhibits a sense of fairness and a sense that everyone (irrespective of their colour, creed, race, language and culture) is entitled to that fairness. Based on that fairness, Dwivedi (2001:7) feel that we protect other values in the society such as integrity, compassion, tolerance, courage and idealism and that all these values are an integral part of shared values that a nation has. According to Dwivedi (2001:7) only when the pubic servants exhibit such values through their deeds, will public respect and history's gratitude be theirs and is it up to them to make the dream of cultural equality, equity and justice come true. Dwivedi (2001:7) stipulate further that it is in this sense that the cultural diversity in the public service is worthy of our attention, because without the commitment of public servants to diversity management in government, the public would not feel duty bound to practice what it does not see its own government doing. According to Dwivedi (2001:7) for that dream to be realized, some concrete steps must be taken to create a culture of diversity in the public service. Among these he suggested the following:

(a) First and foremost, governments set the stage by endorsing the value of diversity by enacting enabling legislation, by creating a corporate culture that embraces diversity, preparing policy document and programme directives to all ministries and departments and creating structures and institutions to implement such policy and programmes;

(b) A systematic process of awareness generation and cultural change by education for cross-cultural management and relevant training programmes for all managerial and supervisory positions;

(c) Nurturing an inclusive administrative culture by maintaining ongoing assessment for measuring the degree of acceptance and implementation to control organization's cultural rigidity and resistance for change; and

(d) Strengthening top management commitment and demanding results as well as revisiting the goals.

Dwivedi (2001:8) feels that for diversity initiatives to survive and flourish, appropriate change in the administrative culture of a nation must take place so that the full potential of the diverse workforce can be harnessed to the benefit of the entire society. The emphasis for creating a culture for managing diversity in the department of the Premier, Western Cape should for example include an understanding of diversity issues, the importance of building of employee relationships, identifying the barriers to diversity and focussing on the benefits of diversity management.

UNDERSTANDING DIVERSITY ISSUES

According to Sonnenschein (1997:10) the workplace is society in a microcosm and tends to reflect the issues, concerns and tensions in society at large. He further indicated that what these issues were, need to be understood in order to respond to potential positive forces or recognise problems. Sonnenschein (1997:11) highlight the following issues:

(a)   Race

He contends that race and ethnic characteristics, such as skin colour and accent can be the centre of a number of serious issues in the workplace. Respect, equality, fair treatment, and understanding are major concerns he highlights. As example he refers to a young Native American accountant who might feel that he or she isn't mentored and doesn't get other help like young white accountants because of his race. A further contention is that differing perspectives of race is another concern. African Americans for instance often say that whites don't understand the extent of the harm caused by racial discrimination while whites tend to feel that race-related problems have, on the whole, been "solved" or that past grievances have largely been addressed satisfactorily. These differing perspectives reveal a serious lack of understanding between blacks and whites.

(b)   Culture

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According to Sonnenschein (1997:11) culture refers to the system of beliefs, values, customs and institutions that create a common identity and ways of behaviour for a given people. The cultural issues at play include different styles of communication and behaviour, misunderstandings concerning favouritism, uses of time and family matters.

(c)   Gender

According to Sonnenschein (1997:12) issues involving gender in the workplace include different communication styles, perceptions of values, equality of opportunity, sexual harassment and other kinds of discrimination.

(d)   Sexual harassment

Sexual harassment is defined by Sonnenschein (1997:12) as any unwelcome sexual advance of any kind, or any conduct related to gender that creates a hostile, offensive or intimidating environment that no reasonable individual should have to endure.

(e)   Age

Sonnenschein (1997:12) stipulate that age is the focus of a variety of issues, including the relevance of age (or lack thereof) to job performance and communication problems related to age differences.

(f)   Sexual orientation

Sonnenschein (1997:13) indicate that in recent years, gays and lesbians increasingly have gone public and made their presence known in organisations and the result has sometimes been conflict.

(g)   Physical characteristics

This refers to employees living with a disability. According to Sonnenschein (1997:13) many of their issues deal with physical barriers, yet many involve communication.

(h)   Reverse discrimination

Sonnenschein (1997:13) contend that a major societal and workplace diversity issue is a reaction to other diversity issues: diverse discrimination. He defines reverse discrimination as the belief that diversity policies have gone too far and that white men face discrimination today.

EMPLOYEE RELATIONS IN THE WORKPLACE

Diversity issues, which include employee concerns about relationships with co-workers, need to be understood. According to Sonnenschein (1997:14) the general issues workers most commonly mentioned in focus groups and questionnaires pertain to how people relate with each other in the workplace, which include;

- Respect – understanding respect and respecting each other;
- Misunderstandings because of style differences;
- Lack of understanding of religious beliefs and their effects on the workplace;
- Not enough information on cultural backgrounds and differences;
- Too many cliques;
- Offensive jokes;
- No safe haven to discuss diversity issues;
- Too much emphasis placed on diversity; and
- Not enough emphasis placed on diversity.

BARRIERS TO IMPLEMENTING DIVERSITY MANAGEMENT

According to the Diversity Management Course Pack (2002:50), when we accept our differences and learn to work with them we enrich our lives and improve the creativity and productivity of our organisation. Diversity itself is not a problem; however the core problem lies in people's attitude towards diversity. People who have negative attitudes toward other people's differences often engage in negative behaviour towards such people including:

- Prejudice.
- Stereotyping.
- Discrimination.
- Biased language.
- Grouping, etc.

Problems can also be experienced through:

- Lack of information.
- Fear of special interest groups.
- Reluctance to examine personal values.
- Institutional pressure.
- Lack of trust.
- Lack of commitment.
- Lack of openness.
- Lack of communication, etc.

BENEFITS OF DIVERSITY MANAGEMENT

According to Kenyon (2007:1) although some people think that diversity does nothing but create problems and challenges, it offers remarkable benefits. Kenyon further states that there is evidence that managing a diverse workforce well can contribute to increased staff retention and productivity. It can enhance the organization's responsiveness to an increasingly diverse world of customers, improve relations with the surrounding community, increase the organization's ability to cope with change and expand the creativity of the organization.

According to D'Netto et al (2000: 9), as the business environment becomes more global and organisations become leaner and flatter, they must accomplish more with fewer people: people who have different cultures, values, motivations, work styles, lifestyles and family roles. He further indicates that by leveraging the many facets of diversity in the internal and external environment, organisations can benefit from diversity. According to D'Netto et al (2000: 9) some of the benefits that flow from the effective management of diversity are as follows:

(a)   Improved Organisational Performance

Cultural diversity can provide firms with diverse experience and knowledge, qualities that seem beneficial for firms with an orientation towards growth.

(b)   Recruitment and Retention

In order to sustain competitive advantage, an organisation needs to attract and retain skilled and talented human resources. In a tight labour market, a company's ability to attract and retain outstanding people depends to a large extent on its corporate image. Talented people will be attracted to corporations that value their capabilities and will be more willing to contribute to the organisation's goals if they believe they are treated fairly.

(c)   Lower Absenteeism Rates

If diversity is managed correctly, it can lead to reduced absenteeism rates. Individuals who are different from their work units in racial or ethnic background tend to be less psychologically committed to their organisations, less inclined to stay with the organisation and more likely to be absent

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(d)   Increasing Creativity and Innovation

Cultural diversity enables employees to provide different perspectives for the performance of creative tasks. In addition, employees who feel valued and supported by their organisation tend to be more innovative.

(e)   Higher Quality Problem-Solving in Teams

Research shows that more innovative teams produce more innovative solutions to problems. As culturally diverse members have different backgrounds and life experiences, they can see problems from a variety of perspectives. Multiple perspectives stimulate greater discussion and lead to higher quality solutions.

MODELS FOR MANAGING DIVERSITY IN THE DEPARTMENT OF THE PREMIER, WESTERN CAPE

When choosing a model on how to address the managing of diversity in any organisation it is important to take into consideration the conditions and circumstances prevailing in the organisation as well as that of the employees. The following is a summary of published models of diversity management:

(a)   Gary Powell's model

Powell's diversity management model (as cited in Stockdale & Crosby (2004:58) characterises diversity management in terms of how organisations respond to equal employment opportunity issues. Powell contends that organisations may be proactive, reactive or benignly neglectful. According to Powell (as cited in Stockdale & Crosby (2004:58) the most advantages attitude an organisation may adopt is to be proactive. Powell (as cited in Stockdale & Crosby (2004:58) stipulates that a proactive organisation does not have to be prompted by legislation to transform but on its own recognises the benefits a multicultural workforce held and act upon it. With regard to the reactive organisation Powell (as cited in Stockdale & Crosby (2004:58) informs that it needs to be forced through legislation and will only transform to adhere to the law. In respect to the benign neglectful organisation Powell (as cited in Stockdale & Crosby (2004:58) points out that it does not do anything to transform even in the light of legislation being promulgated. With this stance according to Powell (as cited in Stockdale & Crosby (2004:58), they risk lawsuits, boycotts of their products and services and loss of public goodwill.

(b)   Rooseveldt Thomas's model

Thomas (as cited in Stockdale & Crosby (2004:59) categorizes organisation into one of three types on the basis of their response to the changing face of the workforce: affirmative action, valuing difference or managing diversity. Thomas (as cited in Stockdale & Crosby (2004:59) further stipulates that organisations that respond to the changing realities of the labour market with affirmative action are seeking ways to increase the representation of minorities and women in their organisations. Thomas (as cited in Stockdale & Crosby (2004:59) further states that organisations implementing valuing differences initiatives strive to improve the relationships among their employees by acceptance and understanding of diversity. According to Thomas (as cited in Stockdale & Crosby (2004:59) if organisations want to take advantage of the potential of a diverse workforce it must change its core culture and systems to sustain the coordinated efforts of a diverse workforce i.e. managing diversity. Thomas (as cited in Stockdale & Crosby (2004:59) outlines eight possible but not necessarily desirable actions that organisations may take for responding to the growing diversity in human resources:

(a)   Include a greater variety and number of minorities and women.

(b)   Deny that differences exist.

(c)   Assimilate minorities and women in the dominant culture.

(d)   Suppress differences for the sake of the organisations overall goals.

(e)   Isolate people who are different into special functional units, projects or geographical operations.

(f)   Tolerate the co-existence of people with differences.

(g)   Build relationships among people to overcome differences.

(h)   Foster mutual adaptation, which may require changes to the organisational structure and the organisational policies.

According to Thomas (as cited in Stockdale & Crosby (2004:59) the first five actions are attempts to set aside the choices of those different from the majority and are most evident in organisations that are responding within the affirmative action paradigm. He further indicates that the next two actions are seen as accommodations and are typical responses by organisations that take a valuing difference approach. Thomas (as cited in Stockdale & Crosby (2004:59) contends that only the eight option represents acceptance and management of diversity.

(c)   Richard Allen and Kendall Montgomery's model for creating diversity

Allen and Montgomery's model (as cited in Stockdale and Crosby (2004:63) is advancement over earlier models advocated in that it conceptualises the diversity management process in terms of a change model. Allen and Montgomery (as cited in Stockdale and Crosby (2004:63) argue that managing diversity is first about managing the change process. They further argue that effective diversity management is an organisation development and change process targeting diversity related competencies. Their model bases diversity change on Schein's (1992) adaptation of Lewin's (1951) model of organisational development and change, in which organisations unfreeze from their current state, move to a new state and refreeze at a desired end state. Allen and Montgomery (as cited in Stockdale and Crosby (2004:63) identify several organisational practices at each state that are the focus of this developmental process and necessary for effective change. As examples Allen and Montgomery (as cited in Stockdale and Crosby (2004:63) list amongst others top management commitment and vision at the unfreezing stage, development and training programs during the moving stage and the establishment of appropriate diversity policies and procedures during refreezing. Their model also describe competitive advantage by organisations that effectively create diversity and that such organisations are characterised by improved creativity for decision making, a more adaptive workforce, a broader marketing capability and an overall increased market share.

(d)   Londen and Rosener's diversity model

The Londen and Rosener diversity model (as cited in Pekeur (2002:44) focuses on the building of a culture of diversity in the workplace. In terms of workplace, the model defines it as a place where the "institutional environment is built on the values of fairness, diversity, mutual respect, understanding, and co-operation; where shared goals, rewards, performance standards, operating norms, and common vision of the future guide the efforts of every employee and manager." The model consists of three phases, namely Phase 1 setting the stage, phase 2 education and change implementation, and phase 3, ongoing maintenance activity.

(e)   Percy W Thomas's cultural rapport model

Thomas's model stresses building rapport as an organisational intervention strategy that can be used to improve multicultural interactions. According to Thomas it is intended to assist organisations and individuals to establish productive working relationships and to transform their organisations into cultures of diversity. The model consists of a core dimension and three levels. In terms of the model the core dimension has three components, namely rational behaviour, emotional self-control, and flexibility. According to the model the levels are broken down to trust/trustworthiness, sensitivity and same wavelength, each one having its corresponding subset planning, problem solving and decision making, understanding, shared meaning and communications. The model is hierarchical and must be implemented in an ascending order to obtain maximum effectiveness.

(f)   Norton and Fox's change equation model

Norton and Fox's model integrates organisational change and organisational diversity. The key success factors of the model are the use of the organisational culture as the mechanism for bringing about effective change. Norton and Fox's model is divided into six phases namely buy-in, assessment, planning, change, outcomes and follow-up. The model differs from others in that it allows several initiatives to be integrated into a single process and makes the employee the critical element in bringing about change

(g)   Stockdale and Crosby's model

Stockdale and Crosby's full integration theory identifies the characteristics suggestive of an organisation that effectively manages diversity. Stockdale and Crosby's model show certain similarities with Cox's "multicultural" and Thomas's "managing diversity" organisation models. Where this model differs from others is in analysing the process by which organisational change occurs. Stockdale and Cox's model identifies diversity change management as a multi-level

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systems-based three-stage process. According to the model organisations progress through three stages in their efforts to effectively manage diversity. The stages identified in the model are:

a) Issue identification, during which organisations make diversity management a priority;

b) Implementation' during which existing practices are adapted and new policies are implemented that support a diverse workforce; and

3) Maintenance, during which formal and informal processes are established that encourage and facilitate an organisational culture supportive of diversity.

According to Stockdale and Crosby during the issue identification stage, organisations become aware of the need for diversity management. Once awareness has occurred, top management must support diversity efforts through the institution of formal action such as structure change or changes to mission and goals, as well as informal actions in their interactions with organisational members. Stage 2 of the model is characterised by the implementation of structural and social practices, policies and procedures intended to support the integration of diversity. Stage 3, the maintenance stage of the model is a time of increasing stability. The model indicates that after diversity management policies and practices have been established, the primary goal is that they come to represent the organisational culture.

(h) Taylor Cox's revised model for work on diversity

In this revised model Cox (1993) builds on his earlier ideas and argues that the change to a multicultural organisation involves activities in each of five components. The five components delineated by Cox include leadership, research and measurement, education, alignment of management systems, and follow up. According to Cox the leadership component includes both broad activities such as the need to establish management philosophy and vision that support diversity, and more specific elements, as developing a strategy for communicating this vision throughout the organisation. Cox's model also incorporates important processes such as the need to assess organisational diversity competence (research and measurement), develop internal expertise and systems to enhance the learning process (education), ensure alignment of systems within the organisation with the management vision (alignment of management systems), and accountability to the process (follow up). According to Cox examining an organisations progress within each of the five components can assess success at diversity management. Cox indicated that progress is likely to be uneven such as an organisation being advanced in the leadership component but only beginning to develop education processes. Cox advocates that in order to become a multicultural organisation

STRATEGIES FOR MEETING THE CHALLENGES OF DIVERSITY MANAGEMENT

According to Caiden and Caiden diversity management in the public service is a relatively new phenomenon which makes it difficult to predict which strategies will render the ideal results. Caiden and Caiden offered the following strategies regarding managing diversity in the public service:

(a) Legal strategies

(b) Educational strategies

(c) Structural strategies and

(d) Societal strategies.

(a) Legal strategies

According to Caiden & Caiden a legal strategy is an effort to use law and regulation to achieve representation in accordance with the demographics of the countries population. Caiden & Caiden specify that a legal strategy seek to ensure that underrepresented groups share in the benefits and power related to a career in the public service. This strategy according to Caiden & Caiden provides for a legal embargo on all manner of unfair discrimination and prejudice, as well as the eradication of all unnecessary barriers to equal opportunity. Laws and regulations provide the guidelines with regard to how recruiting, when retaining or promoting of staff should occur which could send clear signals as to what conduct are not acceptable. (Caiden & Caiden). Caiden & Caiden advocates however that an exclusively legal compliance approach is unlikely to bring about the desired diversity and may entail a number of problems, which may be experienced, which are as follows:

a) Legal compliance is not self-enforcing

b) Legal compliance does nothing to allay conflicts in the workplace

c) In emphasizing "protected" categories, a legal approach actually entrenches those categories, rather than obliterating them

d) Even if regulatory policies do achieve their goal of recruiting minorities, there is no guarantee that these individuals will maintain a distinctive perspective, or do anything to represent the group from which they were drawn.

(b) Educational strategies

Caiden & Caiden stipulates that an educational strategy aims to replace existing organizational culture with a multi-cultural vision. In terms of this perspective according to Caiden & Caiden, "an organization should move from an initial stage as a mono-culture, through a transitional stage as a non-discriminatory culture, to a multi-cultural perspective". A multi-cultural perspective according to Caiden & Caiden assumes that there is no common culture, but that an organization should value the differences among cultures and transcend them through a common set of values and a sense of purpose. Caiden & Caiden advocates that a primary strategy for transforming the organizational culture is educational which begins with a cultural assessment of the organization and then moves to increase the level of cultural awareness of the differences among people.

(c) Structural strategies

The structural approach to diversity according to Caiden & Caiden is concerned with the way public services are organized. According to Caiden & Caiden for diversity to become a reality, it is necessary to change the policies of the organization with regard to the way work is divided up and people are assigned to do it, which means that a new perspective is needed to redesign jobs and structures to encourage diverse recruitment, discourage narrowness, and facilitate greater flexibility.

(d) Societal strategies

According to Caiden & Caiden the three strategies outlined above share in common one factor in that they are all internal in direction, focusing on actions, which might be taken within public organizations. Caiden & Caiden stipulate that public services reflect the prejudices and social structures of their societies and for this reason public service diversity is valued not only for itself, but as a public policy designed to impact society at large. According to Caiden & Caiden the aim of a societal approach to civil service reform is social justice. Caiden & Caiden further stipulate that societal policies are controversial because they raise conflicts beyond the arena of personnel policy in the public service itself, however unless policies within the public service are supported from outside, it is unlikely that they can be successful. According to Greybe & Uys (2001:7) the following strategies could be applied to obtain a diverse corps of employees, developing a sensitivity regarding diversity within institutions and in maintaining sustainability in managing diversity:

• Creating a mission

According to Greybe & Uys (2001:7) a clear and effective mission serves as a bonding and directive strategy in order to operate optimally.

• Introducing creative leadership

Greybe & Uys (2001:8) stipulates that a combination of leadership and management is essential, as the dynamic, driving force of the leader should be maintained over a period of time in order to establish the management of diversity within the institution.

• Involving senior management actively

Senior management should set an example in managing diversity by being knowledgeable regarding the cultures and expectations of individuals in the institution.

• Integrating diversity management endeavours

Greybe & Uys (2001:10) indicates that evaluating and controlling objectives make it possible to demonstrate improvements and positive results while performance reports improve confidence of employees that could influence their willingness to improve service. If diversity endeavours are linked to aspects

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such as products/services that have been developed, improved consumer services and effective operational costs it could justify the costs of particularly improving diversity management.

- Improving self-image

A positive image of institutions and communities in relation to other institutions and groups is important in order to function optimally and effectively.

- Ensuring effective interpersonal and inter-group communications

Greybe & Uys (2001:11) contends that the success or failure of management's strategies on diversity will largely depend on clear and unambiguous communication.

- Creating opportunities for positive diverse interaction.

Cultural isolation creates misunderstandings so it is imperative that interaction between cultural groups takes place for example in the form of sports.

- Developing partnerships

Public managers should determine what other role-players could be attracted through the creation of a conducive diversity environment.

CONCLUSION

The public service is under pressure to deliver efficient and effective service in line with the promises of the government of the day. The study has as its purpose to investigate how managing the diversity of its employees can contribute towards this goal. The standard of service delivery and the optimal fulfilment of the department's objectives are tied to the employees who make up the department. The effectiveness and efficiency of that service have a lot to do with how employees interact with one another and how they utilised their differences as a competitive advantage. The implementation of strategies and programmes would ensure that structured processes are undertaken to change people's attitudes and behaviours in a positive manner that would accommodate differences of others, but also lead to understanding their own differences and how it is perceived by colleagues and citizens.

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OPPORTUNITIES OF TOURISM SECTOR IN BANGLADESH

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ABSTRACT

The paper mainly focuses on the prospects of tourism sector in Bangladesh. Bangladesh is a country of enriched heritage and culture from thousands of years ago. The economy of Bangladesh has much potentiality to earn foreign currency creating more attraction and disseminating the information about the tourist places to other parts of the world. The study has been conducted based on secondary information that have been collected from various articles published in journals, Bangladesh Parjatan Corporation (BPC), Ministry of Civil Aviation and Tourism, and different websites. Authors' personal experiences and observations have also been taken into account to get the findings. The paper finds that the major tourist attractions, number of foreign tourists arrivals in Bangladesh in several years, the annual income and profit earning from tourism sector in the country have shown the opportunities and potentiality of tourism development in the country. However, the paper identifies various constraints to the development of tourism and prescribes some necessary recommendations for policy formulation and managerial implication of the development of the tourism sector in Bangladesh. Therefore, the value of the tourism sector development has a positive impact on the growth and economic development of Bangladesh in future.

KEYWORDS

Tourism, Tourist, Tourist attractions.

INTRODUCTION

Bangladesh, the country of natural beauty, has many attractive places for traveler. People like to travel for their different i.e. recreational, business, religious, cultural, sports and as well as to attend at conference and seminar. Traveler is the person who goes from one pace to another for satisfying his own needs and wants (Zulfikar, 1998). The interest of traveling is varied at different age of people, health, energy and as well as background of the people. The younger people are more interested to travel than the older. Traveling helps to breakdown of the dull and monotonous feeling which is to be for a long time work and gives refreshment to join the work with encouragement. There is an enormous opportunity to flourish tourism sector in Bangladesh. There are some beautiful beaches, religious places, archeological sites, hills and islands, forests and jungles as well as many historical places in this country. At present, it is very important to preserve the places and develop necessary infrastructures for attraction of travelers from different regions within the country and also from foreign countries.

LITERATURE REVIEW

Several studies have been conducted to investigate the problems and opportunities of the tourism development of Bangladesh.

Pannell Kerr Froster Associate (1998) has mentioned its comprehensive report on the Strategic Master Plan for Tourism in Bangladesh that for the development of infrastructure, national airlines, and overall tourism in the country, the government of Bangladesh has taken attempts to make substantial investments which require to be properly supported by effective management and marketing activities in order to meet the policy objectives and ensure a realistic return from these investments. The report has also pointed out that the comfort, services and management of tourism firms in Bangladesh are all below the level expected by the international tourists and the foreign community residing in Bangladesh. It has also identified the shortcomings as difficulty in obtaining the operating supplies of sufficiently high quality, poor communication system, lack of infrastructure, bad image and more importantly even, a lack of true professional management. It has further blamed the Bangladesh Parjatan Corporation (BPC) for not playing completely its role as a national tourism organization and facilitator of tourism development. The report finally emphasized on the balanced marketing activities along with the improvement of the infrastructure, quality of services, facilities, and efficient management in order to cater to the needs of the existing and potential tourists.

Ahmed (1986) has criticized in his study that despite all the efforts and measures of the government, the BPC and other private firms, the tourism industry in Bangladesh had not yet taken off, got a solid footing, and been able to give a true sense direction towards its development. He has pointed out the main reasons including the lack of co-ordination, imagination, effective policy planning and resources responsible for such backwardness and underdevelopment of this sector. He has also advocated the need for the expansion and development of infrastructure with a view to developing the tourism industry of the country.

In another study, Hasan (1992) has described the tourism industry of Bangladesh and analyzed its potential market and marketing strategies. He has blamed that Bangladesh, in comparison to other South Asian countries, has failed to develop its tourism as yet and attract a sizeable number of tourists to visit the country, though it is endowed with different tourism attractions. Hasan has suggested to create a separate organization for performing the marketing activities of the BPC owned tourist plants and installations. Hasan has further recommended for planning the necessary strategies aiming at the potential markets and avoiding aimless policies to develop mass tourism at the initial stage of this new industry in Bangladesh.

Hasan and Chowdhury (1995) have critically analyzed the state of hotel and restaurant services and their role in the development of tourism in Bangladesh. They have shown that the occupancy rates of the graded hotels at Dhaka, Chittagong and Cox's Bazar are much lower due to high room-rates. The local non-graded hotels throughout the country are engaged in catering to the needs of the domestic night stoppers and most of these do lack in food and drinking facilities. The country also suffers from an acute shortage of standard restaurants to meet the needs of the tourists. They have suggested for erecting good quality

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accommodations blending with good restaurants and commercially important cities to serve both the domestic and the intra-regional tourists. They have also suggested the deluxe and graded hotels to offer customized services blending with reception, living, foods, and recreation for the high spending tourist-segments.

Hossain (1999) has considered the tourism as a complete industry like other. The three aspects- 1) the implication of marketing in tourism industry, 2) the real scenario of tourism industry in Bangladesh and 3) the importance of tourism industry in the economy of Bangladesh have been mainly focused in his study. He has also identified the major problems of this sector that are the absence of enough and exclusive tourist products, the poor access to the destinations as well as the lack of enough and effective marketing promotion.

In another study, Hossain (2001) has emphasized on the adopting marketing strategies of the BPC in order to meet the needs of the tourists, fulfill objectives of the BPC, and contribute to the national economy of Bangladesh. He has recommended that in formulating and adopting marketing strategies, BPC should examine carefully those factors which affect prospective tourists' choices in connection with selecting destination and adopting tourism products (attractions, facilities and accessibility).

Therefore, the existing evidences and literatures reviewed above for the purpose of this study clearly indicate that the tourism sector in Bangladesh has not yet stood at a solid footing. Many reasons are there for the backwardness and underdevelopment of this sector. Though the government, the BPC and other private sector firms have already taken several steps for the overall development of this sector, a lot of efforts and measures are still required for this purpose.

OBJECTIVES OF THE STUDY

The main objective of the study is to identify the opportunities of tourism industry of Bangladesh. In connection with this main purpose, the specific objectives of the study are as follows:

i. To analyze the major tourist attractions in Bangladesh.
ii. To identify how much foreign tourists arrivals in Bangladesh.
iii. To find out the annual profit earning from tourism sector in Bangladesh.
iv. To forecast and highlight the opportunities and potentiality of tourism development in the country.
v. To identify the major constraints to the development of tourism and to prescribe necessary recommendations for reformation and improvement of the tourism sector in Bangladesh.

METHODOLOGY OF THE STUDY

The study is based on secondary data. The data and information have been collected and analyzed mainly from different published articles and reports, research monograph, Bangladesh Parjatan Corporation (BPC), Ministry of Civil Aviation and Tourism, and different websites. Moreover, researchers' observations at different places over the years within and outside Bangladesh have also been pointed out as an input for this study.

MEANING OF TOURISM AND TOURIST

Tourism is a leisure activity which involves a discretional use of time and money and recreation is often the main purpose for participation in tourism. In short, tourism means the business of providing information, transportation, accommodation and other services to travelers (Ghosh, 2001). Therefore, tourism is emerged from the movement of people to and their stay in various destinations. Mainly, there are two basic elements in tourism such as the journey to the destination and the stay. Tourism may be broadly divided into two types- domestic tourism and international tourism. In domestic tourism, people move within their own country where as in international tourism, the barriers exit (Zulfikar, 1998).

In tourism, tourist acts as the key player in this system. The term tourist is defined as who goes on holiday to visit places away from his home. There are two kinds of tourist i.e. foreign tourist and domestic tourist (Zulfikar, 1998). Foreign tourist is a person who visits a place and stays at least 24 hours on a foreign passport for the purpose of leisure, business and meeting etc. On the other hand, people who travel within the country to a place other than his place of residence and stays at hotel or rented place and uses the sightseeing facilities for a duration of not less than 24 hours or one night and not more than 6 months (Zulfikar, 1998).

SHORT GLIMPSE OF BANGLADESH AS TOURIST COUNTRY

Bangladesh is a large delta laden with bounties of nature. The borderland along the north-east, east and the south-east is evergreen forested hills with wondrous wildlife. All her six seasons vibrate with fairs and festivals, mirth and merriment. Though Bangladesh is one of the world's smallest countries, she has the world's longest sandy sea-beach along the Bay of Bengal at Cox's Bazar and the Sundarbans, the largest mangrove forest, the home of the Royal Bengal Tiger, sentinel of the south. Bangladesh is heir to a rich cultural heritage. The archaeological treasures of Mahasthangarh, dating back to the 3rd century B.C., Buddhist Vihara at Paharpur of the 8th century, a World Heritage site and the Salbana Vihara at Mainamati of the same period and the sixty-domed grand mosque at Bagerhat of the 15th century, also a World Heritage site, the Hindu temples of Chandranath at Sitakund, the Adinath at Moheshkhali and the Dhakeshwari Temple in Dhaka bear testimony to its devotional past. (http://travelspedia.com/South-Asia/Bangladesh/11725.html).

MAJOR TOURIST ATTRACTIONS IN BANGLADESH

Most of the tourist spots in Bangladesh are situated in Dhaka, Chittagong, and Sylhet Division. In Dhaka Division, the major tourist spots are located at Dhaka City and Sonargoan. In Chittagong Division, the site seeing facilities are situated at Cox's Bazar, Rangamati, Khagrachari and Bandarban districts. In Sylhet Division, the major tourist locations are Jaflong, Madhabkunda, tea gardens, and the Shirnes of Hazrat Shah Jalal and Hazrat Shah Poran. Beside these three divisions, some renowned places are Kantajee's Temple, Swapnapuri, Ramsagor and Rajbari at Dinajpur, Paharpur Buddhist Vihara at Noagaon, Mainamati at Comilla, Mahasthangarh at Bogra, sixty-dome (Shatgombuj) Mosque at Bagerhat districts and Sundarbans, the largest mangrove forest in the World Heritage site (www.mocat.gov.bd). Most of the tourist attractions which are located in Dhaka, Chittagong and Sylhet Divisions are in the Table-1.

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TABLE-1: TOURIST ATTRACTIONS IN BANGLADESH AT A GLANCE

Attractions in Dhaka	Attractions in Chittagong	Attractions in Sylhet
Sonargaon (Cultural Capital of Bangladesh)	Port City of Chittagong	Shahi Edgah of Sylhet
Bangladesh Institute of Arts and Crafts	Patenga and Fouzdarhat Beaches	Gour Gobinda Fort
Ahsan Manzil Museum	Foy's Lake	Temple of Sree Chaitanya Dev
National Art Gallery of Bangladesh	The Shrine of Hazrat Shah Amanat	Tea Gardens of Srimongal
The Dhaka Zoo	Tomb of Hazrat Sultan Bayazid Bostami	The Border Post of Tamabil-Jaflong
Central Shahid Minar (The Symbol of Bengal)	Sitakunda (The Chandranath Temple and The Buddhist Temple has a footprint of Lord Buddha)	Jaintiapur Town (The Capital of an Ancient Kingdom)
Choto Katra	Chandraghona (The Biggest Ppaer Mills in Asia)	Madhabkunda
Boro Katra	Mercantile Marine Academy at Juldia	Haripur Gas Field
Mausoleum of National Leaders	Court Building Museum	The Shrine of Hazrat Shah Jalal
National Museum	The Longest Sea-Beach at Cox's Bazar	The Shrine of Hazrat Shah Poran
Science Museum	Himchari, Moheskahli, Inani Beach at Cox's Bazar	Lawachara, Madhabpur Lake, Bangaldesh Tea Board at Srimongal
Mukti Juddha (Freedom Fight) Museum	Saint Martin Islands at Cox's Bazar	Tangor haor at Sunamgonj
Bangabandhu Memorial Museum	Kaptai Lake, Buddhist Temple at Rangamati	Hakaluki haor at Moulovibazar
The Suhrawardy Uddyan (Park)	Chimbuk at Bandarban	---
Bahadur Shah Park	Sailopropat, Meghla and Nilghiri at Bandarban	---
The Lalbagh Fort	Boga Lake, Ruma, Bijoy, Shorno Mondir, Kaokaradong at Bandarban	---
National Memorial of Dhaka	Khagrachari	---

SOURCE: TRAVELSPEDIA (http://www.travelspedia.com)

TOURIST ATTRACTIONS IN DHAKA

Dhaka is the capital Bangladesh. It is also known as the "city of mosques and muslin", has attracted travelers from far and near for centuries. The oldest section of the city runs along the north bank of the waterfront and was developed when Dhaka was a significant Moghul (Muslim rulers of Asia) trading centre. The Old City of Dhaka is the area between the two main water transport terminals, Sadarghat and Badam Toli where the panorama of river life on the Buriganga is particularly fascinating. The Ahsan Manzil, Dhaka is always crowded with people and watercraft of every type. Along the waterfront is the old baroque-style palace, Ahsan Manzil has been painted bright pink. The premier attraction of Dhaka is the Lalbagh Fort, an unfinished fort dating from 1678 situated in the Old City. The area also contains a couple of attractive mosques, including the Hussain Dalan. The National Museum is north of the Old City in the old European zone known as Modern City. It has fascinating displays of Bangladesh's Hindu, Buddhist and Moghul past and an extensive collection of fine folk art and handicrafts (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html). Other attractions in and around Dhaka include the Institute of Arts and Crafts with its representative collection of folk art and paintings, handicraft shops. Aparajeya Bangla monument at Dhaka University, picnic spots at Chandra and Salna, industrial estates of Tongi, Narayanganj, Demara, Tejgaon, cruising by country boat in the nearby river or a visit to a village to see jute cultivation, weaving and pottery making. Last but not the least, travel by a horse driven cart or rickshaw along busy Dhaka streets is a rewarding experience (http://www.mocat.gov.bd/att_location.php?type_id=1).

TOURIST ATTRACTIONS IN CHITTAGONG

A picturesque region of large forested hills and lakes, Chittagong is a wonderful holidaying spot. The city itself is the second largest in Bangladesh and has a busy international seaport and airport. Its lush green hills and forests, broad sandy beaches and fine cool climate attract holiday seekers. Chittagong is a major hub of industries, trade and commerce. The country's only oil refinery is situated here. Chittagong is connected with Dhaka by rail, road, air and water. The world class Shah Amanat International Airport with all modern facilities is a recent addition to the city. Bangladesh Parjatan Corporation offers tourist class accommodation at Motel Shaikat with restaurant service in Chittagong City (http://www.mocat.gov.bd/att_location.php?type_id=1). The Shahi Jama-e-Mosque and the Qadam Mubarak Mosque are two of the most impressive buildings in the city. It has also worth visiting the Ethnological Museum in the Modern City which has interesting displays on Bangladesh's tribal people. There are good views and cooling breezes from Fairy Hill in the British City in the north-western sector of the city (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

TOURIST ATTRACTIONS IN COX'S BAZAR

Cox's Bazar is a district in the Chittagong Division of Bangladesh and it is located 150 km south of Chittagong. It is called the "tourist capital" with its golden beaches lapped by the blue waters of the Bay of Bengal. It has the longest unbroken and natural sea beach (120 km) of the world and is the only beach resort of Bangladesh. The beach is shark free and wonderful for swimming. It has also a Buddhist flavor to it with colorful pagodas and temples (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

PICTURE-1: COX'S BAZAR SEA BEACH

Cox's Bazar Sea beach

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
(http://www.mocat.gov.bd/attractive_location/2007-05-13_1179050528_cox_bazar_sea_beach.jpg)

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Aggmeda Khyang is a large Buddhist monastery, and a place revered by around 400,000 Buddhist people of Cox's Bazar Hill Tracts. Cox's Bazar is also one of the fishing ports of Bangladesh. Other tourist spots of Cox's Bazar are Ramu, Ramkot, Shahpori Island, Saint Martin, Sonadia, Chera Dip, Himchari which is situated about 8 km south of Cox's Bazar and is a picnic spot famous for its waterfalls, Inani Beach which is famous for the rock and coral bouldersm Cox's Bazaar Circuit House which is located 2 km from the Laboni Point which is also famous for its location (http://www.bdtraveling.com/tour/?cat=9).

TOURIST ATTRACTIONS IN KAPTAI
Kaptai is a 64 km long pleasant and picturesque drive from Chittagong. The place is known for its beautiful man-made Kaptai Lake formed by damming the Karnaphuli River. Just 3 kms away is the Chit Morong Buddhist temple with beautiful Buddhist statues (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

TOURIST ATTRACTIONS IN RANGAMATI
Rangamati is located 77 kms from Chittagong. Because of its scenic landscapes and varied flora and fauna, it is a frequented tourist spot. Other tourist attractions include activities like speedboat cruising, water-skiing, hiking bathing and fishing.

PICTURE-2: HANGING BRIDGE AT RANGAMATI

Hanging Bridge at Rangamati

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
http://www.mocat.gov.bd/attractive_location/2007-05-13_1179049564_hanging_bridge.jpg

Rangamati is a favored holiday resort for its breath-taking beauty, its colorful tribal life, its hanging bridge, home-spun textile products and ivory jewellerys. The tribal museum in Rangamati is well worth a visit. (http://www.mocat.gov.bd/att_location.php?type_id=1).

TOURIST ATTRACTIONS IN SYLHET
Sylhet is nestled in the picturesque Surma valley amidst scenic tea plantations and tropical forests. It is a well-frequented tourist destination because of its terraced tea gardens, orange groves, pineapple plantations that form part of its beautiful landscape. The vast wetlands around here provide sanctuary for a large number of migratory birds from the Himalayas. Srimangal in Sylhet is the "tea capital of Bangladesh" and has the world's three largest tea gardens. A visit to these plantations is a memorable experience. Sylhet is also known as the land of the famous Muslim Saint Hazrat Shah Jalal. Sylhet is linked to Dhaka by air, road and rail (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

TOURIST ATTRACTIONS IN BARISAL
Barisal is a district in southern Bangladesh. It is also the headquarters of Barisal Division. Formerly it was a district called Bakerganj. The town lies in the Ganges (Padma) River delta on an offshoot of the Arial Khan River (Kirtonkhola). Barisal town was under the control of the Roy Choudhury family, which now has moved to Calcutta, India. It is incorporated as a municipality in 1876 and upgraded to City Corporation in 2002. It is linked by steamer with Dhaka (117 km north) and with Chittagong to the southeast. Road communication improved in last decade with building of few bridges. Barisal is served by the Barisal Airport which is located just outside the city. It has frequent flight services to Dhaka via Biman Bangladesh Airlines and GMG Airlines. The luxurious launch journey connects between the south and Dhaka city. It is one of the most enjoyable night journeys ever anyone could get in one's life. The launches are really royal, majestic and with pomp and pleasure. It has a general public university named Barisal University which is situated at Karnokathi near Barisal City. Tourist spots of Barisal are mainly Durga Sagar which is a large pond, ancient ruins of the palace of a local Lord (called Jamidar in Bangla), the Bell's Park which is a place inside Barisal City and right on the banks of Kirtonkhola River, Kirtonkhola Bridge, Dapdapia Bridge, Chakhar which is also famous for the birth place and house of Sher-E-Bangla A. K. Fazlul Hoque, a famous leader of the then sub-continent and undivided Bengal during British and Pakistan period and the birth place and house of famous poet Jibanananda Das (http://www.bdtraveling.com/tour/?p=233).

TOURIST ATTRACTIONS IN PATUAKHALI
Patuakhali is a district in South-western Bangladesh. It is a part of the Barisal Division. This district is called "Sagor Konna", which means daughter of sea. It is watered by the Bay of Bengal. The three sides of Patuakhali city is surrounded by rivers. Among them two major rivers are Laukathi and Lohalia, which are directly connected with the Bay of Bengal. The city also has an inland airport used to transporting and traveling of the citizens across the country. Coach, bus and launch are available for transportation from Dhaka to Patuakhali.

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PICTURE-3: KUAKATAKA SEA BEACH

SOURCE: BDTRAVELING.COM
http://www.bdtraveling.com/tour/wp-content/uploads/2010/10/patuakhali.jpg

Tourist spots of Patuakhali are mainly Kuakata, popular sea beach in this district offering decent views of the Bay of Bengal and from where sun-rise and sun-set can be seen, Patuakhali University of Science and Technology and Kalapara (http://www.bdtraveling.com/tour/?p=221).

TOURIST ATTRACTIONS IN MAINAMATI, COMILLA

Mainamati Ruins are a range of low hills, situated 70 kms south-east of Dhaka and famous as an extensive centre of Buddhist culture from the 7th to 12th centuries, the buildings excavated here were made wholly of baked bricks. There are more than 50 scattered Buddhist sites. Among these, the three most important sites are Salban Vihara, Charpatra Mura and Kotila Mura. Salban Vihara was a well-planned, 170sq m (182sq ft) monastery facing a temple in the centre of the courtyard. Nearby is a museum housing which includes terracotta plaques, bronze statues, a bronze casket, coins, jewellerys and stupas embossed with Buddhist inscriptions. The most important discoveries at Charpatra Mura were the four royal copper-plate decrees, three belonging to Chandra rulers, the other to Sri Viradhara Deva, a later Hindu king. It is noted that some of the major ruins are within a military cantonment authority and cannot be visited without permission from military officers. Kotila Mura comprises three large stupas representing Buddha, Dharma and Sangha, the 'Three Jewels of Buddhism' (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

TOURIST ATTRACTIONS IN SUNDARBANS

Sundarbans is the biggest mangrove in the world. It is situated around 320 kms from Dhaka and spread over an area of 6000 sq km along the coastal belt of Khulna district. The Sundarbans is home to the "Royal Bengal Tiger", which is now a protected species.

PICTURE-4: THE ROYAL BENGAL TIGER, SUNDARBANS
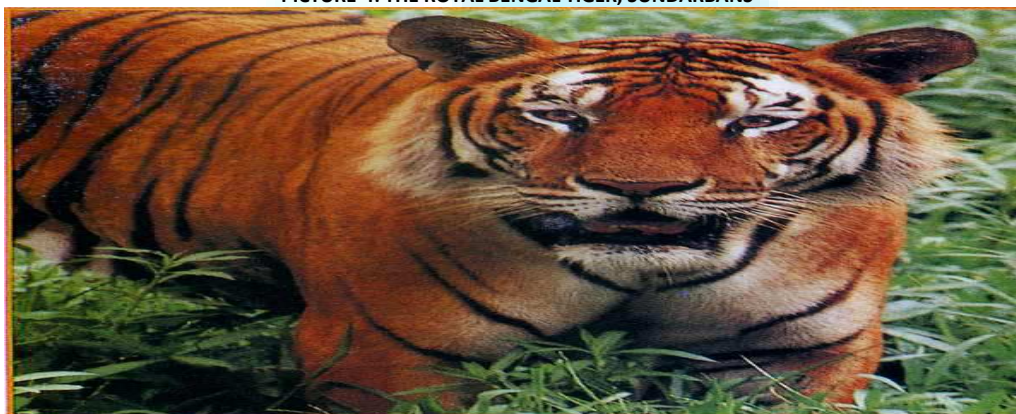
Majestic Royal Bengal Tiger, Sundarbans

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
http://www.mocat.gov.bd/attractive_location/2007-05-21_1179743518_royal_bengal_tiger.jpg

PICTURE-5: GRAZING DEER AT SUNDARBANS

Grazing Deer at Sundarbans

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVT. OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
http://www.mocat.gov.bd/attractive_location/2007-05-21_1179743518_deer_sundarban.jpg

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A network of rivers and creeks crisscrosses its dense rain forest. The forest is accessible by river from Khulna and Mongla. There are rest houses and organized tours for nature lovers. Anyone might suddenly come across tigers taking an occasional dip in the waters, or crocodiles basking in the sun along with other animals like cheetahs, spotted deers, monkeys, pythons, wild bears and hyenas (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

TOURIST ATTRACTIONS IN BAGERHAT

Mosque City of Bagerhat is one of the three World Heritage Sites in Bangladesh. This historic city is situated within Bagerhat District in south-west Bangladesh. Originally this ancient city was known as Khalifatabad. The city is renowned for its large concentration of mosques and Islamic monuments. More than 50 monuments have been catalogued as part of the citation by UNESCO World Heritage. These include the Sixty-Dome Mosque, mausoleum of Khan Jahan, the mosques of Singar, Bibi Begni, Reza Khoda, Zindavir etc. Among these, the Sixty-Dome Mosque is one of the oldest mosques in Bangladesh. It attracts a large number of tourists and visitors every year. It has more than sixty pillars with its eighty one gambuj or domes. Seventy seven domes are over the roof and four smaller ones over the four corner towers. It was established by Khan Jahan Ali, a Muslim saint and the local ruler of Bagerhat, during the 15th century. The mosque is decorated mostly with terracotta and bricks. (http://www.mocat.gov.bd/att_location.php?type_id=2).

TOURIST ATTRACTIONS IN RAJSHAHI

Rajshahi has seen the most glorious days of Bengal's Pala dynasty. It is famous for its silk, mangrove and lichis. The silk products are cheaper here. The Varendra Research museum houses rich archaeological finds (http://www.travelspedia.com/South-Asia/Bangladesh/Major-Tourist-Attractions-In-Bangladesh.html).

KANTAJEE TEMPLE IN DINAJPUR

Kanatajee Temple near Dinajpur town was built in 1752 by Maharaja Pran Nath of Dinajpur. The temple, a 50'square three-storied edifice, rests on a slightly curved raised plinth of sandstone blocks, believed to have been quarried from the ruins of the ancient city of Bangarh near Gangarampur in West Bengal from where the now stolen Radha-Krishna idols are said to have been brought. It was originally a Navaratna temple, crowned with four richly ornamental corner towers on two storeys and a central one over the third storey. Unfortunately these ornate towers collapsed during an earthquake at the end of the 19th century.

PICTURE-6: KANTAJEE TEMPLE AT DINAJPUR

Kantajee temple, Dinajpur

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
http://www.mocat.gov.bd/attractive_location/2007-05-17_1179376912_kantajee_temple.jpg

Every inch of the temple's surface is beautifully embellished with exquisite terracotta plaques, representing T1ora, fauna, geometric motifs, mythological scenes and an astonishing array of contemporary social scenes and favorite pastimes. The Maharaja's palace with relics of the past centuries and local museum are worth a visit. (http://www.mocat.gov.bd/att_location.php?type_id=1).

TOURIST ATTRACTIONS IN MAHASTHANGARH, BOGRA

'Mahasthan' means a great place. Mahasthangarh is the oldest archaeological site of Bangladesh built in the 3rd century B.C. and situated on the western bank of the river Karatoa, at a distance of 18 km. north of Bogra town. These ruins are of great importance to the Hindus because they ceremonially bathe on the riverbanks every year in mid April and once in 12 years. There is also a museum with a variety of antiques from this time period. It has also been declared as a World Heritage site by UNESCO.

PICTURE-7: GOKUL MEDH- OLDEST ARCHAEOLOGICAL RELICS OF MAHASTHANGARH, BOGRA

Gokul Medh- oldest archaeological relics of Mahasthangarh, Bogra

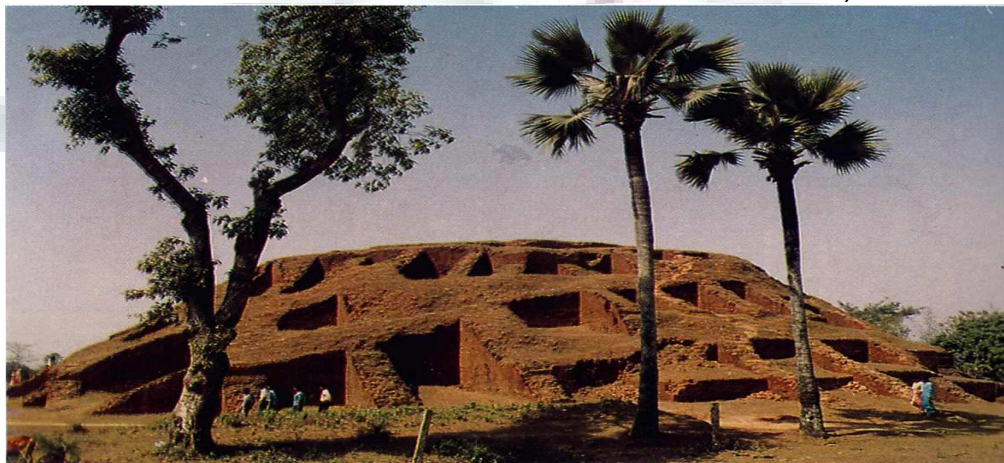SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
http://www.mocat.gov.bd/attractive_location/2007-05-17_1179380844_gokul-medh.jpg

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A visit to the site museum at Mahasthangarh will open up a wide variety of antiquities, ranging from terracotta objects to gold ornaments and coins dug up from the site. Also noteworthy are the shrine of Hazrat Shah Sultan Bulkhi Mahisawar and Gokul Medh in the neighborhood of Mahasthangarh. While visiting Mahasthangarh, the visitors may enjoy the tourism hospitality at their Bogra Motel. (http://www.mocat.gov.bd/att_location.php?type_id=2).

TOURIST ARRIVALS IN BANGLADESH

Besides domestic tourist, all most every year, a large number of foreign tourist comes in Bangladesh. In 1997, the total number of foreign tourist was 1,82,420 which is increased in the upcoming year. The number of tourist in 2003 was 2,44,509 which is 2.92% higher than the previous year. In 2004 and 2005, about 12.75% tourist comes in Bangladesh for site seeing facilities. The number of tourist in 2006 was 2,00,311. But, the number of tourist arrivals in Bangladesh is decreased in 2006 which is 9.41% of the total number of tourist. The numbers of tourist arrivals in Bangladesh from 1997 to 2006 are shown in the Table-1. It is seen that the number of tourist coming in Bangladesh varies in different years. It is increased up to the year of 2004. But, after that time, the percentage of tourist arrivals in the country is decreased. Foreign visitors' arrival by months with the fluctuation among different years is shown in the Table-2.

TABLE-2: FOREIGN VISITORS ARRIVAL BY MONTHS

Month	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
January	17,600	14,485	17,663	23,160	25,548	23,711	22,193	23,670	20,213	16,382
February	16,490	19,800	14,022	18,730	20,724	16,152	19,041	25,012	15,848	13,473
March	17,485	17,394	15,323	15,982	20,062	17,898	16,506	24,262	19,853	13,659
April	14,453	18,143	13,730	14,976	19,216	15,372	15,299	23,173	16,234	12,261
May	14,788	13,169	13,432	15,647	15,926	15,771	17,996	14,959	18,535	20,971
June	13,311	12,076	12,484	14,212	16,606	15,754	21,867	23,020	17,496	17,002
July	12,830	12,475	13,688	14,809	15,517	14,345	22,957	26,991	19,773	25,604
August	13,484	11,348	13,016	13,399	16,739	14,315	19,041	21,938	15,292	14,244
September	12,468	9,986	11,529	12,874	11,015	13,022	17,968	19,860	13,166	16,823
October	15,688	15,127	17,126	15,855	13,053	18,601	23,498	21,785	15,568	17,237
November	16,971	13,909	15,388	19,489	15,265	17,136	21,028	27,208	18,399	14,734
December	16,852	14,049	15,380	20,078	17,528	25,169	27,115	19,392	17,285	17,921
Total	1,82,420	1,71,961	1,72,781	1,99211	2,07,199	2,07,246	2,44,509	2,71,270	2,07662	2,00,311
%Change	9.97	-5.73	0.48	15.30	4.01	0.02	17.98	10.94	-23.45	-3.54

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH.
http://www.mocat.gov.bd/tourism_statistics.php

ANNUAL PROFIT EARNING FROM TOURISM SECTOR

Tourism is one of the most profitable sectors in Bangladesh. In fiscal year 2000-2001, total income earning from tourism sector is BDT 338.83 million. In the same time, total expenditure for this sector is BDT 318.71 million. Total profit earning from this sector is BDT 20.12 million. The annual profit earning from this sector is given in the Table-3.

TABLE-3: ANNUAL PROFIT EARNING FROM TOURISM SECTOR (IN MILLION BDT)

Year	Total Income	Total Expenditure	Profit/Loss
1990-91	507.97	485.29	22.68
1991-92	425.43	397.05	28.38
1992-93	467.38	428.94	38.44
1993-94	438.52	400.50	38.02
1994-95	485.94	437.82	48.12
1995-96	245.55	221.88	23.67
1996-97	376.88	353.85	23.03
1997-98	454.19	430.43	23.76
1998-99	377.65	359.26	18.39
1999-2000	382.90	352.90	30.00
2000-2001	338.83	318.71	20.12
Total	4501.24	4196.63	314.61

SOURCE: MINISTRY OF CIVIL AVIATION AND TOURISM, GOVT. OF THE PEOPLE'S REPUBLIC OF BANGLADESH. http://www.mocat.gov.bd/tourism_statistics.php

CONSTRAINTS IN THE DEVELOPMENT OF TOURISM SECTOR IN BANGLADESH

Tourism sector of Bangladesh is facing many obstacles in its sustainable development. Infrastructure facilities are not adequate for this sector of the country. Accommodation facilities are not at satisfactory level at different tourist spots in Bangladesh. Some are highly expensive which are not affordable to both domestic and international tourist and some are in poor condition. Transportation linkage i.e. road, rail air and water is not good. The success of tourism sector mostly depends on marketing promotion tools like advertising, personal selling, sales promotion and public relations. But the government of Bangladesh has not enough skilled and knowledgeable human resources and technical expertise to formulate policy guidelines for such promotion tools and overall marketing. Some innovative ideas are necessary to highlight the tourist spots to people within and outside the country. Website of the Bangladesh Parjatan Corporation is not well developed with adequate information such as photographs of renowned places, accommodation facilities, modes of transportation, distance from the capital city etc. Political will is the prerequisite for any kinds of development. For development of tourism sector, there is lack of political will and commitment. There is also lack of effective coordination among various organizations which are directly or indirectly involved in tourism sector. Government policy is not adequate for flourishing this sector successfully. Unplanned commercial development beside the tourist spots affects the physical environment of the spots. It destroys the natural scenic beauty of the sites. As for example, at Cox's Bazar sea beach and Saint Martin Islands, there are developed many unplanned commercial establishments such as hotel, motel and shopping center which disturb the tourist as well as the environment. Corruption is also another problem among officials of various organizations involved to operate tourism sector behind proper tourism development in Bangladesh.

OPPORTUNITIES OF TOURISM SECTOR IN BANGLADESH

Tourism sector can help to flourish the economy of Bangladesh. By ensuring proper development of this sector, it is possible to earn a lot of foreign currency which will contribute to the growth of the national economy of the country.
The sector also provides ample employment opportunity for the people who are directly or indirectly involved in this sector, since it is a service providing sector. The unemployment problem of the country can be reduced partly to develop necessary infrastructures of this sector. It will help to increase household income

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and as well as the revenue collection of the government will increase proportionally. As a result, it will also help to reduce the economic gap between the rich and the poor people of the country.

Tourism can also be strengthened by the political unity of the country. Domestic tourists as well as foreign tourists like to visit historical places, archeological sites, national monuments and ancient battlefields that help to strengthen the political unity of the country in the long run. Moreover, extensive domestic tourism will help to build regional cooperation among the people by giving the opportunities to contact, share and exchange their views and sub-cultures with each other. It will also help to enhance more cohesiveness and empathy that will reduce regional disparity in terms of psychological and economic point of view within different divisions and districts and increase the unity among them and encourage them more to work for the national interest.

The people who come from developed countries, their life style, income level, background etc. are totally different from developing countries like Bangladesh. The people of the country can easily compare their life style with the people of developed countries. AS a result, they can exchange these idea and views with each other.

It is also possible to introduce Bangladesh to other parts of the world by tourism sector. It may also helpful to create better image to foreign country through proper management of tourism activities. If the sector can be managed properly and attracted tourists from different region within and outside the country, it will create goodwill for the country.

Tourism can also play a vital role to social and cultural development through cultural exchange and contact between people of different race and nationalities. This sector has also educational significance. The people of the country can learn many things by sharing knowledge with tourists who come from different regions within the country and foreign countries.

RECOMMENDATIONS FOR IMPROVEMENT OF TOURISM SECTOR OF BANGLADESH

Some recommendations for sustainable development of tourism sector based on the analysis of its problems and opportunities are given below:

● The government should play a key role to prepare a policy guideline for planning and development, advertising, regulation and marketing of tourism sector because it provides ample employment opportunities to the citizen and earns foreign currency for the country. This sector will also help government to solve unemployment problem and act as source of revenue collection.

● The government should monitor the activities of travel agencies which are involved in operation. Every travel agency should be enlisted with the Tour Operators of Bangladesh (TOAB). Proper initiatives should be taken so that none of the travel agencies can operate their functions without affiliation of TOAB.

● BPC as the National Tourism Organization (NTO) should be strengthened with providing adequate fund, skilled human resources and technical expertise to function the organization smoothly. National Tourism Policy 2009 should also be implemented as quickly as possible and necessary supports such as tax holiday, loan in concession rates, rebates on taxes and duties and allotment of land in special case etc. should be given to attract private sector.

● Strategic Master Plan for tourism which was prepared by UNDP/WTO and later updated by WTO should be implemented for sustainable tourism development. Tourism development has many positive and negative impacts on society, economy, culture and environment. So, sustainable development should be achieved by balancing the needs of tourists at present and in future.

● Necessary initiatives should be taken to increase cooperation between public and private sectors to provide services for the tourists. In the long run, it will be beneficial not only for people who travel, but also for people in the communities they visit, and for their respective natural, social and cultural environments.

● Bangladeshi tourism faces many problems including areas of marketing, management, infrastructure, policy, safety, regulation and image etc. the problems are not unique and are the reality of worldwide tourism destinations. Necessary solutions should be taken to consider every aspect carefully and valuable suggestions should be taken based on experience, opinion of experts and relevant knowledge of others.

CONCLUSION

In spite of facing various constraints, tourism is a profitable sector in Bangladesh. So in the long run, it is possible to develop sustainable tourism in the country through knowledge sharing and cooperation. New historical and archeological sites should be identified and preserved properly for attracting tourist sites both for domestic and foreign tourists. The tourist places should be kept free from all sorts of chaos and pollution. Eco-friendly tourism is now a days, a demand for sustainable growth of this sector and for the betterment of overall economy of the country. Finally, the success of this sector mostly depends on cooperation of various players involved in this sector as well as on their unique vision.

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AN EMPIRICAL BIVARIATE CASE STUDY ON ASSOCIATIONS BETWEEN SELECT FACTORS CONCERNING POST GRADUATE STUDENTS AND THEIR ACADEMIC PERFORMANCE

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ABSTRACT

This research paper is an attempt to examine the associations between certain set of chosen independent and dependent variables concerning post graduate students and their academic performance in respective courses. This study has been undertaken on 76 Post-Graduate (PG) students in Muscat, Sultanate of Oman. A set of independent variables, viz.; educational background, gender, employment sector, sponsorship status, marital status were identified and their strength of association was individually checked with the only dependent variable(i.e., academic performance of students) in the study. Chi square test was used to test whether the two variables (dependent and independent) are statistically associated with each other significantly. Since Chi square test helped us to look only at statistical association, we examined Contingency Coefficient C, Cramer's V, Phi Correlation Coefficient and Lambda Asymmetric Coefficient (indexes of agreement) to test the strength of the association between the select pair of variables.

KEYWORDS

Academic performance, cross tabulation, chi-square test, higher education, indexes of agreement.

INTRODUCTION

In this study, data pertaining to 76 students of full time and part time post graduation courses was collected and cross tabulated. For pass-out students, Cumulative Grade Point Average (CGPA) was considered to be the measure of their academic performance, whereas for the current students, their academic performance was gauged by Grade Point Average (GPA) achieved in the preceding semester/trimester. A bivariate cross tabulation has been done by combining dependent and independent variables, taking one variable of each type at a time and subsequently the data have been tabulated together. It is not necessary that the independent variables specified in the study shall cause a change, proportionate or otherwise, in the respective dependent variables specified. The direct effects tested here are assumptions made by us based on information obtained through discussions, both formal and informal with faculty members of different departments at our college, as well as discussions with faculty members of other colleges and based on background information obtained from review of a number of articles. We intended to check the level of significance of association (if any) between the said variables at 95% confidence level. The results have been interpreted as per the values obtained on application of the said tests.

LITERATURE REVIEW

EDUCATIONAL BACKGROUND AND ACADEMIC PERFORMANCE

A limited number of studies have been undertaken to establish a relationship between educational background and academic performance. Woodley and Parlett (1983) found that previous educational level of students is highly associated with their persistence and academic performance. Through this study we intend to find out the association (if any) between educational background and academic performance among students in Sultanate of Oman.

GENDER AND ACADEMIC PERFORMANCE

Another demographic variable that appears to discriminate student's academic achievement is gender (Sheard, 2009). Association between gender and academic performance has been studied a lot and results obtained have been diverse in nature. A study done on 211 Omani students enrolled in undergraduate-level educational measurement courses in the College of Education at Sultan Qaboos University revealed statistically significant group differences on gender and education major. (Al Kharusi, 2009). Research has revealed that the female undergraduate grade point average (GPA) was generally higher than that achieved by their male counterparts after the first year of study (Strahan, 2003) and across 3 years of their undergraduate study (Baker, 2003; Woodfield, Jessop, & Mcmillan, 2006). Several studies have concluded that female students quickly and easily adapt to higher education and accepted learning behaviors (Smith, 2004). As per Hyde and Kling (2001) women have outperformed men in higher education. A study done by Meltem & Serap (2007) in Turkey reveals that the female undergraduate students outperformed their male counterparts during their college years. Most of the studies have confirmed that women outperform men in higher education. Through this research work we are trying to investigate whether it holds true for Sultanate of Oman.

EMPLOYMENT AND ACADEMIC PERFORMANCE

Many studies have been conducted to establish the relationship between students' employment and academic performance. It has been observed that students who work for 40 hours or more per week have lower grades than students who do not work (Astin, 1993). Moreover, some of the earlier studies have been indicative of a positive effect or no effect of student's employment and academic performance. An analysis of students at University of Brighton found that majority of the students confirmed that working had either a positive or no effect at all on their academic performance (Watts, 2002). However, few studies done on similar lines have suggested that employment upgrades various skills, viz.; time management, experience etc. (Pennington, Zvonkovic, & Wilson 1989). The authors couldn't find any study concerning examination of associations of academic performance with the employment sector of the students, viz.; public sector or private sector. But, based on discussions with a number of academicians in Gulf region, esp. in Oman, it was felt necessary to examine such an association.

FINANCIAL SUPPORT (SPONSORSHIP/ SCHOLARSHIP/ AID) AND ACADEMIC PERFORMANCE

Few studies have examined the relationship between financial support and academic performance. Alon (2005) suggested that the amount of financial aid a student receives influences students performance. Similarly, in a study done on students in Dutch higher education (Belot, M., E. Canton, and D. Webbink. 2007),

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it was found that public aid had a significant effect on the academic performance of student since 1st year of study. This research, therefore, focuses on the examining the impact of sponsorship/scholarship/aid on academic performance of students in Sultanate of Oman.

MARITAL STATUS AND ACADEMIC PERFORMANCE

Powell et al. (1990) established that marital status contributes significantly to learners' academic performance. A study on nursing diploma students in Pakistan (Ali, 2008) did not reveal any association between age, marital status and academic performance of the students. However, a similar study (Mehdi & Marcus, 2008) confirms that there is a strong association between marital status and academic performance. It is therefore felt important to investigate similar associations (if any) with reference to higher education in Oman.

In the light of the review of literature mentioned above, this paper examines the following associations between the said independent and dependent variables for the students of PG courses (enrolled/ pass outs) in full time and part time programmes:

Association between educational background (independent variable) of PG students (full time) and their academic performance as exhibited by cumulative grades (dependent variable) achieved by them.

Association between gender (independent variable) of PG students (full time) and their academic performance as exhibited by cumulative grades (dependent variable) achieved by them.

Association between educational background (independent variable) of PG students (part time) and their academic performance as exhibited by cumulative grades (dependent variable) achieved by them.

Association between employment sector, viz.; public & private sector (independent variable) of PG students (part time) and their academic performance as exhibited by cumulative grades (dependent variable) achieved by them.

Association between sponsorship/ scholarship/ aid, whether partial/ full (independent variable), of PG students (part time) and their academic performance as exhibited by cumulative grades (dependent variable) achieved by them.

Association between marital status (independent variable), of PG students (part time) and their academic performance as exhibited by cumulative grades (dependent variable) achieved by them.

FINDINGS & ANALYSIS
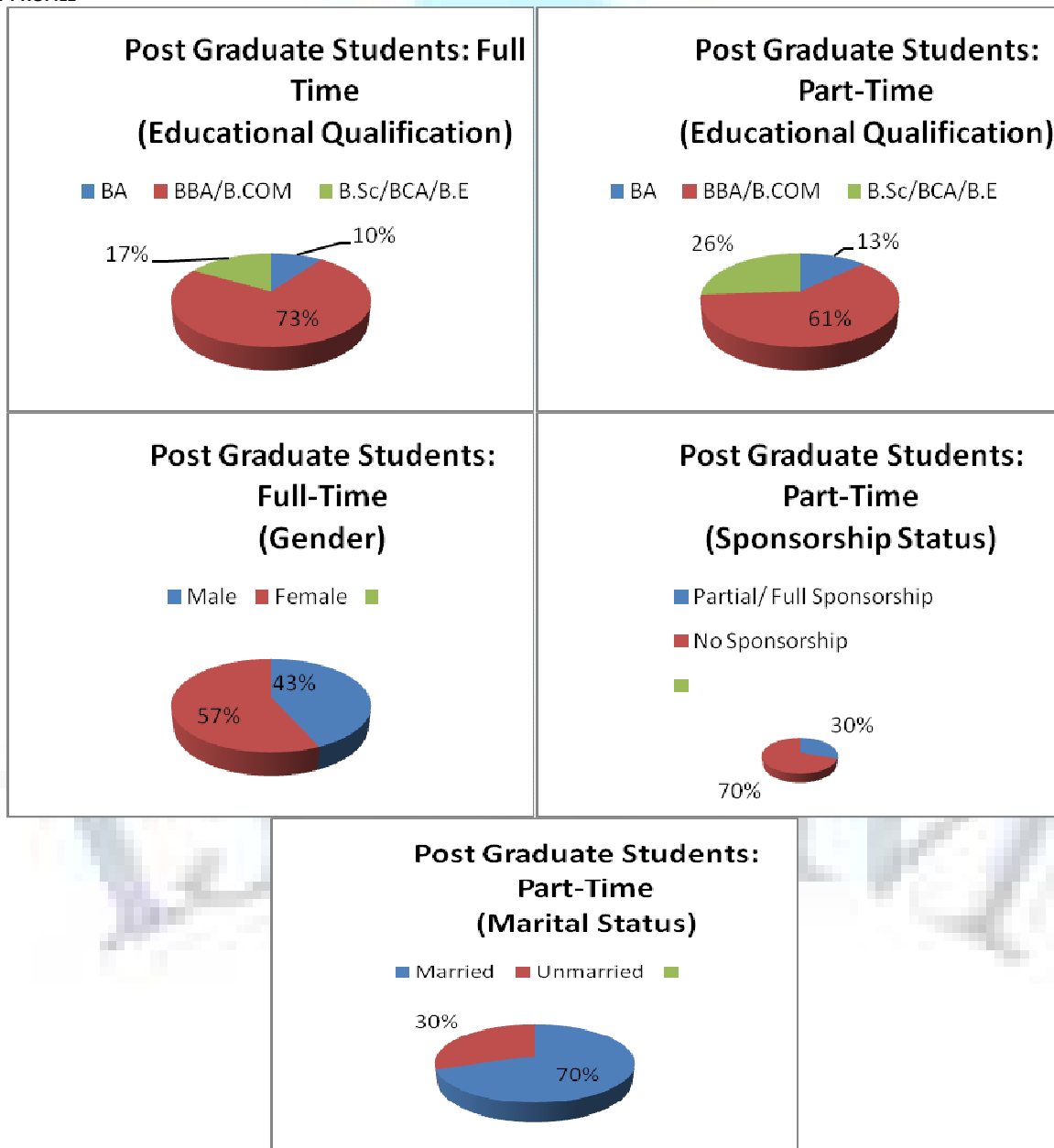
RESPONDENT PROFILE

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INTERPRETATION: OUTPUT TABLE 1

(1)   Pearson Chi-Square value i.e., 8.943 (p-value = 0.347), indicates that the results are not statistically significant. The educational qualification of the students prior to joining full time PG programme and their academic performance in the programme is not significantly associated with each other. The values for the G test reinstate the said argument.

(2)   The lambda value (p-value = 0.068) and Cramer's V (p-value = 0.347) value has been observed to be insignificant.

INTERPRETATION: OUTPUT TABLE 2

(1)   Pearson Chi-Square value i.e., 10.341 (p-value = 0.035), indicates that the results are statistically significant. Therefore, the gender of the student and the academic performance of the candidate in full time PG programme are observed to be significantly associated with each other. The values for the G test reinstate the said argument.

(2)   The lambda value (p-value = 0.156) has been observed to be insignificant.

(3)   The Cramer's V value at 0.587 (p-value = 0.035) being closer to 1 is indicative of a moderately strong association between the dependent and independent variable in study.

INTERPRETATION: OUTPUT TABLE 3

(1)   Pearson Chi-Square value i.e., 19.577 (p-value = 0.003), indicates that the results are statistically significant. Therefore, the educational background of the student and the academic performance of the candidate in PG programme (part-time) are observed to be significantly associated with each other. The values for the G test reinstate the said argument.

(2)   The lambda value is indicative of a 30.8% reduction in error (p-value = 0.003) in predicting the measure of grade obtained by a PG student for part-time programme when the academic background of the candidate is known.

(3)   The Cramer's V value at 0.366 (p-value = 0.003) being closer to 0 is indicative of a weak association between the dependent and independent variable in study.

INTERPRETATION: OUTPUT TABLE 4

(1)   Pearson Chi-Square value i.e., 19.782 (p-value = 0.000), indicates that the results are statistically significant. Therefore, the employment sector of the student and the academic performance of the candidate in part-time PG programme are observed to be significantly associated with each other. The values for the G test reinstate the said argument.

(2)   The lambda value (p-value = 0.144) has been observed to be insignificant.

(3)   The Cramer's V value at 0.521 (p-value = 0.000) being closer to 1 is indicative of a moderately strong association between the dependent and independent variable in study.

INTERPRETATION: OUTPUT TABLE 5

(1)   Pearson Chi-Square value i.e., 3.485 (p-value = 0.323), indicates that the results are not statistically significant. Therefore, the sponsorship status of the student and the academic performance of the candidate in PG programme (part-time) are observed not to be associated with each other significantly. The values for the G test reinstate the said argument.

(2)   The lambda value (p-value = 0.654) and Cramer's V (p-value = 0.323) value have been observed to be insignificant.

INTERPRETATION: OUTPUT TABLE 6

(1)   Pearson Chi-Square value i.e., 1.693 (p-value = 0.639), indicates that the results are not statistically significant. Therefore, the marital status of the student and the academic performance of the candidate in PG programme (part-time) are observed not to be associated with each other significantly. The values for the G test reinstate the said argument.

(2)   The lambda value (p-value = 0.616) and Cramer's V value (p-value = 0.639) have been observed to be insignificant.

CONCLUSIONS

(1)   Based on Chi-square test for Cross-tabs, the educational qualification of the students prior to joining the full time PG programme and their academic performance in PG programme is not found to be significantly associated with each other, tested at 95% confidence level.

(2)   At 95% confidence level, the gender of the full time PG students and the academic performance of the candidates in PG programme (full time) are observed to be significantly associated with each other, with the academic performance of the student being the dependent variable and the gender of the student being the independent variable.

(3)   Based on Chi-square test for Cross-tabs, the educational qualification as well as the employment sector of the students prior to joining the part time PG programme are observed to be significantly associated with their academic performance in said programme, tested at 95% confidence level.

(4)   The sponsorship status as well as the marital status of the students prior to joining the part-time PG programme is not found to be significantly associated with their academic performance in the said programme.

The results of this study have highlighted significant differences in the nature and degree of association amongst select variables applicable commonly to the students of full time PG programme as well as to the students of part time PG programme.

LIMITATIONS TO THE STUDY

Every research study is bounded by certain constraints and limitations. The limitations delimiting the scope of application and analysis in this study are as follows:

(1)   For current students, their academic performance in the preceding semester/ trimester has been taken into account, whereas for the pass-out students, their cumulative performance across all trimesters/ semesters has been considered.

(2)   This study encompasses only select variables, viz.; educational background, gender, employment sector, sponsorship status and marital status as independent variables and academic performance as dependent variable. There may be other variables affecting the academic performance of students in the said courses.

(3)   This study has been carried out only for the post graduate students (full-time and part-time) and the results of our statistical analysis may not provide insights into academic performance of students (passed out or enrolled) in bachelors' level programmes or other courses.

(4)   This study has not examined select associations, viz.; associations between gender and academic performance of part time PG students, associations between employment and academic performance for full time PG students; associations between sponsorship status and academic performance for full time PG students, and associations between marital status and academic performance for full time PG students.

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APPENDIX

The following tables present the codification scheme for the select variables as a part of our study:

CODIFICATION SCHEME

Educational Background	Code	Gender	Code	Sector of Employment	Code
B.A.	1	Male	1	Public Sector	1
B.B.A/ B.Com.	2	Female	2	Private Sector	2
B.Sc./ B.E./ B.C.A.	3				

Sponsorship Status	Code	Marital Status	Code	CGPA Obtained	CGPA Code
Partial/ Full	1	Married	1	9.0 and above	1
No Sponsorship	2	Unmarried	2	8.0-9.0	2
				7.0-8.0	3
				6.0-7.0	4
				5.0-6.0	5

OUTPUT TABLE 1: PG STUDENTS (FULL TIME)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CGPA * EQ_1	30	100.0%	0	.0%	30	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.943[a]	8	.347
Likelihood Ratio	11.449	8	.178
Linear-by-Linear Association	.001	1	.982
N of Valid Cases	30		

a. 13 cells (86.7%) have expected count less than 5. The minimum expected count is .10.

Directional Measures

			Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.111	.054	1.826	.068
		CGPA Dependent	.158	.084	1.826	.068
		EQ_1 Dependent	.000	.000	.[c]	.[c]
	Goodman and Kruskal tau	CGPA Dependent	.128	.024		.061[d]
		EQ_1 Dependent	.097	.045		.688[d]
	Uncertainty Coefficient	Symmetric	.179	.050	3.001	.178[e]
		CGPA Dependent	.139	.048	3.001	.178[e]
		EQ_1 Dependent	.252	.044	3.001	.178[e]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Cannot be computed because the asymptotic standard error equals zero.

d. Based on chi-square approximation

e. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.546	.347
	Cramer's V	.386	.347
	Contingency Coefficient	.479	.347
N of Valid Cases		30	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

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OUTPUT TABLE 2: PG STUDENTS (FULL TIME)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CGPA * GENDER	30	100.0%	0	.0%	30	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.341[a]	4	.035
Likelihood Ratio	12.664	4	.013
Linear-by-Linear Association	9.041	1	.003
N of Valid Cases	30		

a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .43.

Directional Measures

			Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.281	.178	1.418	.156
		CGPA Dependent	.211	.175	1.090	.276
		GENDER Dependent	.385	.263	1.173	.241
	Goodman and Kruskal tau	CGPA Dependent	.104	.059		.017[c]
		GENDER Dependent	.345	.109		.040[c]
	Uncertainty Coefficient	Symmetric	.205	.078	2.526	.013[d]
		CGPA Dependent	.153	.058	2.526	.013[d]
		GENDER Dependent	.308	.122	2.526	.013[d]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

d. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.587	.035
	Cramer's V	.587	.035
	Contingency Coefficient	.506	.035
N of Valid Cases		30	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

OUTPUT TABLE 3: PG STUDENTS (PART TIME)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CGPA_COD * EQ	73	98.6%	1	1.4%	74	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.577[a]	6	.003
Likelihood Ratio	22.815	6	.001
Linear-by-Linear Association	5.960	1	.015
N of Valid Cases	73		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .82.

Directional Measures

			Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.276	.094	2.647	.008
		CGPA_COD Dependent	.308	.091	2.997	.003
		EQ Dependent	.243	.108	2.018	.044
	Goodman and Kruskal tau	CGPA_COD Dependent	.161	.061		.000[c]
		EQ Dependent	.154	.058		.001[c]
	Uncertainty Coefficient	Symmetric	.145	.050	2.931	.001[d]
		CGPA_COD Dependent	.139	.048	2.931	.001[d]
		EQ Dependent	.151	.051	2.931	.001[d]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

d. Likelihood ratio chi-square probability.

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Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.518	.003
	Cramer's V	.366	.003
	Contingency Coefficient	.460	.003
N of Valid Cases		73	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

OUTPUT TABLE 4: PG STUDENTS (PART TIME)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CGPA_COD * Pub./Pvt.	73	98.6%	1	1.4%	74	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.782[a]	3	.000
Likelihood Ratio	21.439	3	.000
N of Valid Cases	73		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.32.

Directional Measures

			Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.143	.092	1.462	.144
		CGPA_COD Dependent	.026	.098	.258	.796
		Pub./Pvt. Dependent	.333	.096	2.997	.003
	Goodman and Kruskal tau	CGPA_COD Dependent	.068	.035		.002[c]
		Pub./Pvt. Dependent	.271	.061		.000[c]
	Uncertainty Coefficient	Symmetric	.167	.050	3.129	.000[d]
		CGPA_COD Dependent	.131	.038	3.129	.000[d]
		Pub./Pvt. Dependent	.232	.074	3.129	.000[d]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

d. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.521	.000
	Cramer's V	.521	.000
	Contingency Coefficient	.462	.000
N of Valid Cases		73	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

OUTPUT TABLE 5: PG STUDENTS (PART TIME)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CGPA_COD * Sponsored/	73	98.6%	1	1.4%	74	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.485[a]	3	.323
Likelihood Ratio	4.560	3	.207
N of Valid Cases	73		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.21.

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Directional Measures

			Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.033	.072	.448	.654
		CGPA_COD Dependent	.051	.112	.448	.654
		Sponsored/ Dependent	.000	.000	.c	.c
	Goodman and Kruskal tau	CGPA_COD Dependent	.016	.022		.325[d]
		Sponsored/ Dependent	.048	.037		.329[d]
	Uncertainty Coefficient	Symmetric	.036	.023	1.540	.207[e]
		CGPA_COD Dependent	.028	.018	1.540	.207[e]
		Sponsored/ Dependent	.051	.033	1.540	.207[e]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Cannot be computed because the asymptotic standard error equals zero.

d. Based on chi-square approximation

e. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.218	.323
	Cramer's V	.218	.323
	Contingency Coefficient	.213	.323
N of Valid Cases		73	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

OUTPUT TABLE 6: PG STUDENTS (PART TIME)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CGPA_COD * MS	73	98.6%	1	1.4%	74	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.693[a]	3	.639
Likelihood Ratio	1.697	3	.638
Linear-by-Linear Association	1.292	1	.256
N of Valid Cases	73		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.10.

Directional Measures

			Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Lambda	Symmetric	.034	.066	.501	.616
		CGPA_COD Dependent	.051	.100	.501	.616
		MS Dependent	.000	.000	.c	.c
	Goodman and Kruskal tau	CGPA_COD Dependent	.013	.020		.428[d]
		MS Dependent	.023	.035		.644[d]
	Uncertainty Coefficient	Symmetric	.014	.021	.656	.638[e]
		CGPA_COD Dependent	.010	.016	.656	.638[e]
		MS Dependent	.020	.030	.656	.638[e]

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Cannot be computed because the asymptotic standard error equals zero.

d. Based on chi-square approximation

e. Likelihood ratio chi-square probability.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.152	.639
	Cramer's V	.152	.639
	Contingency Coefficient	.151	.639
N of Valid Cases		73	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

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A STUDY ON THE RELATIONSHIP BETWEEN CORPORATE FINANCIAL PERFORMANCE AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

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ABSTRACT

As responsible corporate citizens, all businesses should contribute to social development of the country. However, from a business perspective, the shareholders of a company are interested in the return for their investment. They would prefer to have a quantifiable method to know the exact impact of the investment on CSR on company profitability. If there are no proper information on the benefits of CSR, it is difficult to persuade the corporate to pump in scarce resources to CSR initiatives, which otherwise could have been used to generate definite benefits. This research attempted to fill this gap by developing a set of data on the financial benefits of CSR initiatives. A questionnaire-based survey was carried out among the listed companies in the Colombo Stock Exchange. On average the companies spend about 6.6% of their turnover on CSR related activities, including training, research and community work. In the case of relationships between CSR activities and financial performance, only in employee relations and customer/supplier relations show significant positive correlations with financial performance. In addition to these two, community relations also show a significant positive correlation with perceived benefits of CSR. Community relations and environment is not significantly correlated with any of the financial indices.

KEYWORDS

Corporate Social Responsibility, Return on equity, Return on assets, Return on sales.

INTRODUCTION

Ethics is fundamental to any business relationship, whether it is meeting consumer expectations with honesty and integrity or dealing with employees or suppliers. Even though there are laws governing some of these areas, it just makes business sense to be ethical. Philanthropy came about in the spirit of sharing wealth with the community with the intent of doing something for the greater good of humanity. Many organizations shaped their policies and practices for labour and welfare as well as how they supported the community in this manner. These were embedded in the way business was run and become a way of life.

Corporate Social Responsibility (CSR), as a business philosophy evolved out of this practice. As a result, CSR has come to be recognized as both a framework to enhance understanding of the role of business in society and as an area of practice in its own right. The philosophy of CSR has three supporting pillars: moral – doing the right thing, social – community integration and economic – long term survival. Becoming a socially responsible corporate requires a well balanced approach. It has to be embedded into the strategic direction of the business, but also business benefits, in the short or the long term. Ultimately, it has to strengthen society and benefits the environment, as that provides the bedrock for humanity's survival.

In the 19th century, Jamsetji Tata, the founder of the Tata Group in India pioneered the concept of ethical business model of corporate responsibility. Tata combined industrial innovation with worker welfare. In the early 1900s Tata cut the work day to eight hours, introduced health and safety measures, offered free medical services to its employees, launched a pension fund and stuck to this social contract even during hard times. Over the years, CSR evolved through different models based on the situation and the circumstances of the time. The evolution has happened through the ethical, state led and neo-liberal and stakeholder model, which is prevalent today.

Even though some of the social responsibility initiatives can be implemented with a low cost, most of them require substantial investment. The shareholders will be very much interested to know what the benefit they are getting in terms of return for capital with expenditure on CSR activities. Unless it generates some positive outcomes in terms of the profitability of the company, the shareholders would not want the expenses to be incurred. As a result, reporting on the CSR activities have become a part of the annual report of most of the companies. The companies are looking for better and more productive CSR projects and are moving towards having separate departments to coordinate CSR projects. According to Margolis and Walsh (2001), one hundred twenty-two published studies between 1971 and 2001 empirically examined the relationship between corporate social responsibility and financial performance. The first study was published by Narver in 1971. Empirical studies of the relationship between CSR and financial performance comprises essentially two types. The first uses the event study methodology to assess the *short-run* financial impact (abnormal returns) when firms engage in either socially responsible or irresponsible acts. The results of these studies have been mixed. Wright and Ferris (1997) discovered a negative relationship; Posnikoff (1997) reported a positive relationship, while Welch and Wazzan (1999) found no relationship between CSR and financial performance. Other studies, discussed in McWilliams and Siegel (1997), are similarly inconsistent concerning the relationship between CSR and short run financial returns. The second type of study examines the relationship between some measure of corporate social performance (CSP) and measures of *long term* financial performance, by using accounting or financial measures of profitability. The studies that explore the relationship between social responsibility and accounting-based performance measures have also produced mixed results. Cochran and Wood (1984) located a positive correlation between social responsibility and accounting performance after controlling for the age of assets. Aupperle, Carroll, and Hatfield (1985) detected no significant relation between CSP and a firm's risk adjusted return on assets. In contrast, Waddock and Graves (1997) found significant positive relationships between an index of CSP and performance measures, such as ROA in the following year.

Studies using measures of return based on the stock market also indicate diverse results. Vance (1975) refutes previous research by Moskowitz by extending the time period for analysis from 6 months to 3 years, thereby producing results which contradict Moskowitz and which indicate a negative CSP/CFP relationship. However, Alexander and Buchholz (1978) improved on Vance's analysis by evaluating stock market performance of an identical group of stocks on a risk adjusted basis, yielding an inconclusive result.

Griffin and Mahon (1997) provide a review of the empirical research performed between CSP / CEP and CFP for the time period, 1972 to 1994 and concluded that no definitive consensus exists on the empirical CSP/CEP-CFP link. However, they added that the largest number of researchers had found a positive relationship. This is in accordance with the findings of Ullmann (1985) and Pava. Roman, Hayibor and Agle (1999) reviewed the work of Griffin and Mahon (1997)

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and found that it had overstated the number of past studies that indicated a negative CSP-CFP link. This, because Griffin and Mahon (1997) had erroneously classified some results as negative results and because flawed investigations, which had found a negative CSP-CFP link, were included in the review. Wagner (2001) provides a review of the research performed concerning the link between CEP-CFP from year 1972 to 2000. He concluded that previous empirical research is inconclusive.

Shareholders are interested in the return for their investment. They would prefer to have a quantifiable method to know the exact impact of the investment on CSR on company profitability. However, no proper information on the benefits of CSR is available, and is almost non-existent for the Sri Lankan context. Therefore, this research focuses on financial benefits to the organizations by investing on CSR activities. With the end of the decade-long civil war, the attention is shifting to post-war economic activities. Broadly, CSR can contribute to the positive impact of business on peace in two ways: in core business operations (through fair hiring practices, anti-corruption measures and ethical supply chains); and in their social investment activities (by addressing the root causes of conflict). It is unrealistic to expect companies to engage in something as sensitive as peace building if they have not already adopted socially responsible business practices: assuming responsibility for the impact of their operations and the wider challenges facing their communities brings trust among other stakeholders that any company involvement in an issue that is traditionally seen as falling outside its mandate has a clear value-added.

As highlighted above, not having sufficient information on the actual benefits of CSR on the financial performance of businesses hinders the investment on CSR initiatives. By providing substantial evidence that there is a positive relationship between social performance and financial performance, this research will be able to contribute to the expansion of CSR investments by corporate. Hence, the objective of this research is to ascertain the association between Corporate Social Responsibility and financial performance in Sri Lanka.

LITERATURE REVIEW

According to one of the most frequently cited definitions, CSR is *a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis* (Commission of European Communities, 2001). In reality, the distinction between companies' voluntary and mandatory action is sometimes blurred in the developing world. As Graham and Woods (2006) point out, voluntary initiatives may have mandatory aspects and national regulatory frameworks may incorporate the use of voluntary instruments.

It is not surprising that authors present contradicting pictures of what is CSR. After all, even if the same term, CSR, is used, it does not necessarily mean that the discussion is about the same concept. As an example, based on his review of nine empirical studies, Frooman (1994) concluded that the stock market penalizes firms' socially irresponsible behaviour. Five of these nine studies looked at the market's reaction following product recalls. Frooman assumed that product recall is a sign of social irresponsibility and in each case, the share-prices dropped after the recall. But it can also be argued that recalling products is an evidence of a socially responsible behaviour, because socially irresponsible firms will not recall their products. If this is the case, then Frooman's study actually proved that socially responsible action (i.e. product recall) are punished by the market! Another case reviewed by Frooman was market reaction towards an airplane crash. But how can an airplane crash become a sign of corporate irresponsibility? It may be an accident, or carelessness of the pilot or mechanical failure. But surely it is not corporate irresponsibility. Frooman has clearly missed the fact that CSR is exemplified by a company's reaction to an event or its actions in general, not by how the market react to actions taken by the company. Arguably, the lack of a consensus on what is CSR has led Frooman to measure the wrong indicators of social responsibility.

The confusion about what CSR really is has also contributed to cynicisms towards CSR itself. There were claims that some elements of CSR are actually socialism in disguise. Some neoclassical economists claim that CSR is a dangerous concept that threatens the foundations of market economy. In his book, Henderson (2004) repeatedly stressed that the primary role of business in the modern world is as an agent of economic progress and to pursue profitability. To Henderson, CSR is a 'radically new model of corporate behaviour' that seeks to change the way the market operates by forcing corporations to give unnecessary attention to public welfare.

In forming the conceptual framework and hypotheses, it is evident that there are two issues to address in the relationship between CSR and financial performance: (1) the sign of the relationship, and (2) the direction of causation. The sign of the relationship may indicate negative, neutral or positive linkages between CSR and financial performance. Separately, it is possible that changes in CSR influence financial performance, or the opposite, that change in financial performance influence CSR.

Those arguing for a negative relationship between social and financial performance believe that companies that perform responsibly incur a competitive disadvantage (Aupperle *at al.* 1985) because they are incurring costs that might otherwise be avoided or should be borne by others (e.g. individuals or government). An example of this kind of action would be the decision to invest in pollution control equipment when other competitors do not. According to this line of thinking, which is fundamental to Friedman's (1970) and other neoclassical economists' arguments, there are few readily measurable economic benefits to socially responsible behaviour while there are numerous costs. The costs, by this argument, fall directly to the bottom line, reducing profits and this shareholder wealth. These theorists expect the relationship between CSR and financial performance to be negative.

The empirical results to date lend themselves to a second possibility: that there is simply no relationship, positive or negative, between social and financial performance. Proponents of this line of reasoning (Ullman, 1985) argue that there are so many intervening variables between social and financial performance that there is no reason to expect a relationship to exist, except possibly by chance. On the other hand, the measurement problems that have plagued CSR research may mask any linkage that exists.

The third perspective, based on stakeholder analysis, proposes that a tension exists between the company's explicit costs (e.g. payments to suppliers) and its implicit costs to other stakeholders (e.g. product quality costs, environmental costs). This theory predicts that a company that attempts to lower its implicit costs by socially irresponsible actions will, as a result, incur higher explicit costs, resulting in competitive disadvantage. According to this argument, then, there is a positive relationship between CSR and financial performance.

Corporate Social Responsibility (CSR) is a concept whereby companies undertake certain responsibilities towards society independent of their business concerns. Although the activities are not directly related to their business, there is an indirect impact on the business which is a positive one. For example: there is a positive image of the company in the eye of the public and the employees' morale is boosted, which in turn has a positive effect on the productivity of the company.

The research showed various forms of CSR activities being performed by the private sector. Many companies have a social responsibility statement in their annual reports. In many instances CSR seems to be an integral component of business. Charitable activities by the business community in support of various social causes are not an entirely new concept. However, they are ad hoc and seen as purely optional initiatives. CSR can be seen as a concept which brings benefits to both business and to the community. It is a win-win situation. According to Rathnasiri (2003) on his exploratory study on "Corporate Social Responsibility Practices of Sri Lankan Private Sector" is to capture the current status of Corporate Social Responsibility (CSR) understanding, commitment and practices of Sri Lankan private sector firms. The study provides an overview of company practices as well as of employee and civil society experiences and perceptions of CSR. It attempts to register factors that influence the opinion of companies as well as those that shape expectations of corporate responsibility. The evidence on Corporate Responsibility in Sri Lanka suggests that it is a neo-liberal model of CSR that is mostly prevalent. However, this needs to be qualified and tempered against the reality that there is a lack of knowledge and understanding of the broader understanding of CSR.

According to Pirithiviraj J.C.D and K. Kajendra (2010) in their study on "Relationship between Market Orientation and Corporate Social Responsibility with special reference to Sri Lankan Financial Sector" it has been found that variables of market orientation; customer orientation, competitor orientation and inter-functional coordination are positively related to corporate social responsibility. Therefore it can be derived that there is a positive relationship between market orientation and corporate social responsibility.

The good intentions of Sri Lankan business and its interest in serving society contain the potential to transform informal practices into more structured and integrated initiatives. However, there is little or no engagement with civil society and government at present, no coordination of effort and little exposure to

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best practice to catalyze change. Engagement is required to help the private sector understand how its long-term interests are linked to the development of society around it. This engagement is essential to the definition and implementation of sustainable CSR efforts because individual businesses rarely have the experience to address challenges that lie outside the scope of their core business activities.

There is limited coordination of socially responsible practices in the private sector, although it enjoys a history of philanthropy. The latter has sparked a growing interest in CSR and led to some business organizations in Colombo actively building up their knowledge of its practice. These organizations have shown signs of moving towards a focus on more strategic CSR programmes and overall policy. However, a more cooperative approach is needed to strengthen CSR practice. The organizations at the forefront of CSR need to engage others in dialogue to provide opportunities for shared learning and the development of best practice. Anecdotally, the opposite appears to be happening. The short-term view of the benefits of CSR has created an insular and competitive approach which is healthy at one level— because there is a limited history of CSR in Sri Lanka— but which desperately requires shared learning if it is to evolve into best practice. There are some encouraging signs that this is changing but more formal interaction is needed. The private sector should consider cooperation on initiatives of mutual concern. Effectiveness, especially on national or regional issues, can be greatly improved through the pooling of resources and integration with government and other development objectives.

Regional businesses, most of which are SMEs, struggle to offer the same benefits as Colombo-based firms in areas such as job security, provident funds, notice periods for termination, minimum leave entitlements and overall working conditions. Exposure to, and understanding of CSR principles are not as advanced as in the capital. This is because Colombo-based businesses have greater capacity for human resource development, are in stiffer competition for skilled employees and face greater scrutiny by labour regulators. This has produced better working conditions leading to the migration of workers from the regions, especially by those with professional skills. Regional businesses—and regional development— have been severely damaged by this trend. The regions must develop ways to become more competitive on this issue and more needs to be understood about how CSR can be better applied to SMEs so as to strengthen core practice and improve worker retention (International Alert, 2005). Corporate Social Responsibility and Natural Disaster Reduction in Sri Lanka – May 2002 by Madhavi Malalgoda Ariyabandu & Preethi Hulangamuwa in their study found that the extent of the private sector's involvement in disaster reduction activities in Sri Lanka is extremely small. This sector's involvement in this sphere is largely seen in response to emergencies, in the form of relief.

That study also identified four main categories of non-business initiatives of the private sector: philanthropic and charitable activities, contributions towards environmental conservation, building public awareness on important issues, and corporate sponsorships. The engagement of the private sector in natural disaster related concerns falls within these categories.

RESEARCH METHODOLOGY

Figure 1 gives the conceptual model developed for this research, based on the literature review. The two variables that are considered are social performance (independent variable) and financial performance (dependent variable). The two variables have several indicators which are also shown in the model. As discussed above, the relationship is considered to be in a forward direction and the sign to be positive.

FIGURE 1: CONCEPTUAL MODEL OF CSR AND FINANCIAL PERFORMANCES
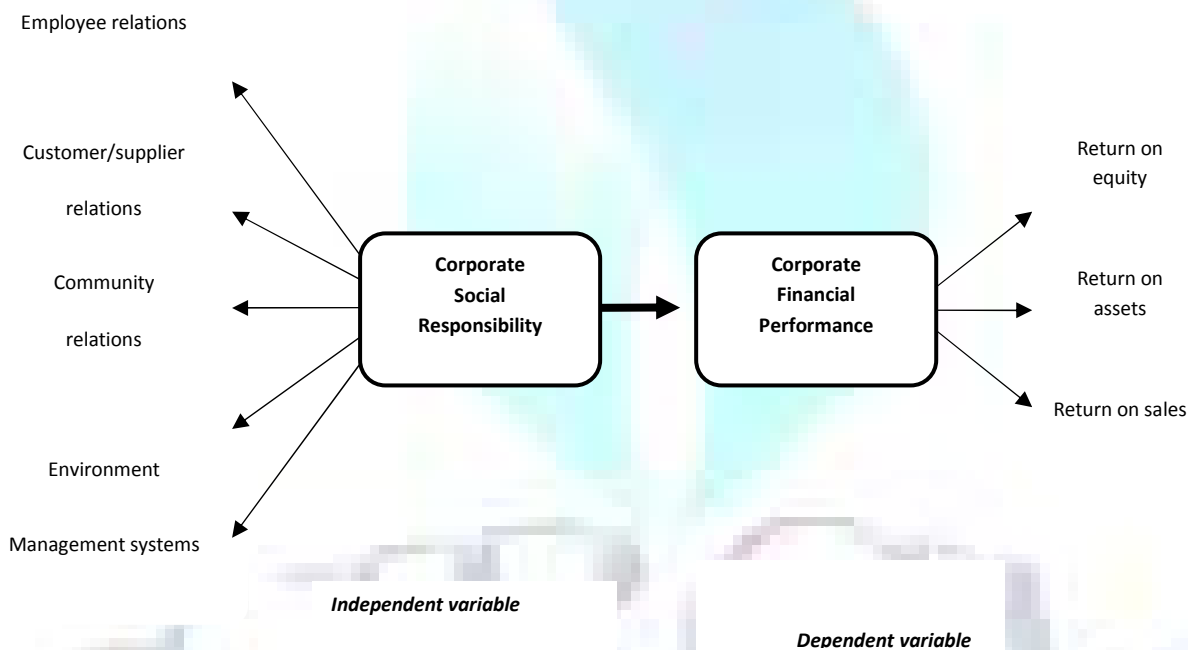
The following hypotheses are tested in this research:

H_0 There is no association between corporate financial performance and corporate social Responsibility.

H_1 Better corporate social Responsibility leads to better financial performance

The operationalization of the independent variables is given in table 1. The dependent variable is operationalized using direct financial data.

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TABLE 1: OPERATIONALIZATION OF VARIABLES

Indicator	Measure
Employee relations	Amount of money spent on training and development
	Having monetary benefits in addition to salaries and wages
	Having gratuity/pension scheme over and above statutory requirements
	Having health insurance for employees
	Having a trade union
	Providing employee and family welfare facilities
	Providing training and development opportunities for employees
	Having equal opportunities for employees and discrimination
	Employing disabled people
Customer/supplier relations	Amount of money spent on research & development
	Having a quality management system
	Having systems to:
	Measure customer satisfaction
	Address customer and supplier complaints
	Purchasing from small farmers / industrialists
	Developing small farmers / industrialists who are supplying the company
	Ensuring the quality of products irrespective of profits
Community relations	Having a community liaison committee
	Carrying out philanthropic activities
	Carrying out infrastructure development projects for local communities
Environment	Conducting environmental audits
	Obtaining environmental compliance certification for all operations
	Taking action to reducing air, water and soil pollution
	Taking action to recycle waste
	Taking energy saving measures
Management systems	Amount of money spent on CSR activities
	Having a separate department fo r CSR activities
	Having policy statements for:
	Human resource management
	Occupational health & safety
	Gender and sexual harassment
	Refraining from bribery
	Having designated committees for:
	Internal audit
	Remuneration
	Producing annual sustainability/CSR reports

SAMPLE

The scope of the research is the public quoted businesses registered under the Colombo Stock Exchange (CSE). At present, there are 235 companies registered under the CSE and all of these companies form the scope of the research. Due to strict regulations on operations and reporting, the companies registered under the CSE have superior CSR practices compared to other companies and selecting only these companies might give a biased result. However, the difficulty in ascertaining the accuracy of the survey findings prompted the research to be restricted to companies registered under the CSE. Public quoted companies in the country formed the population for the research. The list of companies was obtained from the Colombo Stock Exchange and all 235 companies were contacted initially. This provided with a suitably sized sample allowing for non-respondents.

DATA COLLECTION

Primary data was collected through a mailed questionnaire to the CEO of the company, the designated CSR Manager, if available, and the HR Manager.
The questionnaire had five sections:

1.   General information and financial data about the company
2.   Availability and practice of CSR related procedures (scale of not in place – in place and fully in use)
3.   Availability of CSR related facilities (yes / no)
4.   Importance placed on CSR related activities (scale of very low – very high)
5.   Outcome of the CSR initiatives taken by the company (scale of strongly disagree – strongly agree)

Secondary data from the Colombo Stock Exchange were used for verification of financial and other organizational information wherever possible.

DATA ANALYSIS

Data was analyzed using a computer-based statistical package. Descriptive statistics, comparison of means, correlation analysis and regression analysis were used for interpreting the data.
Regression analysis was used to measure the strength of determination of financial performance by the CSR activities.
The regression equation that was used in the analysis is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 ..... + \beta_5 X_5$$

Y   =   Corporate financial performance
X_1 =   Employee relations
X_2 =   Customer / suppler relations
X_3 =   Community relations
X_4 =   Environment
X_5 =   Management systems

The same equation was used for the three components of corporate financial performance, i.e. return on equity (Y_1), return on assets (Y_2) and return on sales (Y_3) in the following manner:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 ..... + \beta_5 X_5$$

$$Y_2 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 ..... + \beta_5 X_5$$

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$$Y_3 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 \ldots + \beta_5 X_5$$

CORRELATION ANALYSIS

The first method of testing the hypothesis is through analysis of Pearson's correlation. Table 2 present the zero-order correlations between all the variables.

TABLE 2: ZERO-ORDER CORRELATION BETWEEN THE VARIABLES

No	Variable	1	2	3	4	5	6	7	8	9	10	11
1	Turnover	-										
2	Years in existence	0.83	-									
3	Number of employees	0.90	0.79	-								
4	Employee relations	0.29	0.32	0.21	-							
5	Customer/supplier relations	0.30	0.30	0.25	0.76	-						
6	Community relations	0.09	0.10	-0.01	0.76	0.59	-					
7	Environment management	0.05	0.05	-0.02	0.77	0.80	0.60	-				
8	Management system	0.22	0.26	0.12	0.70	0.73	0.49	0.71	-			
9	Return on equity	0.32	0.44	0.40	0.23	0.35	-0.02	0.08	0.11	-		
10	Return on assets	0.35	0.50	0.40	0.19	0.25	0.02	0.01	0.10	0.93	-	
11	Return on sales	0.34	0.38	0.37	0.32	0.37	0.10	0.16	0.22	0.78	0.73	-
12	Perceived benefits of CSR	0.12	0.08	0.10	0.20	0.24	0.29	0.20	0.18	0.11	0.18	0.15

Source: Research data; r above 0.26 significant at $p<0.01$; r above 0.20 significant at $p<0.05$

There is a highly significant positive correlation between turnover, profitability, years in existence and number of employees (r=0.32 to 0.90). The strongest correlations are between turnover and years in existence and number of employees. Bigger companies in terms of turnover and number of employees are also the older companies.

As far as the correlation between the control variables and independent variables are concerned, only employee relations, customer/supplier relations and management practices show significant positive correlations. Community relations and environment management show inconsistent correlations. Turnover and years in existence are significantly correlated with employee relations (r=0.29 and 0.32), customer/supplier relations (r=0.30 and 0.30) and management practices (r=0.22 and 0.26). Number of employees is significantly correlated with employee relations (r=0.21) and customer/supplier relations (r=0.25). Community relations and environment management is not correlated with any of the control variables. Out of the three control variables, years in existence show the strongest correlations with the independent variables.

As far as the correlation between the control variables and dependent variables are concerned, only financial performance show significant positive correlations with the control variables. Financial performance show a correlation of r=0.36 with turnover, r=0.46 with years in existence and r=0.41 with number of employees.

Independent variables and dependent variables show significant correlations only in some relationships. Only employee relations, customer/supplier relations and community relations show significant positive correlations with the dependent variables. Employee relations is significantly correlated with both financial performance (r=0.26) and perceived benefits of CSR (r=0.20). Customer/supplier relations also is correlated with both financial performance (r=0.36) and perceived benefits of CSR (r=0.24). Community relations is significantly correlated with perceived benefits of CSR (r=0.29).

The two dependent variables show a positive correlation, but it is not statistically significant. That means the actual financial performance, which is the result of many factors, and the perceived benefits of CSR is not correlated. Because perceived benefits show stronger correlations with the independent variables, it may be a better indicator for the study of outcomes of benefits of CSR activities than the actual financial performance. Another inference from this finding is that companies do not believe that CSR activities are bringing them financial benefits simply because the financial performance is better. They might attribute the financial success to other factors.

The Correlation between the three financial indices and independent variables are presented in Table 3.

TABLE 3: CORRELATION BETWEEN THE THREE FINANCIAL INDICES AND INDEPENDENT VARIABLES

No	Variable	ROE	ROA	ROS
1	Employee relations	0.23	0.19	0.32
2	Customer/supplier relations	0.35	0.27	0.37
3	Community relations	-0.02	0.02	0.10
4	Environment management	0.08	0.01	0.16
5	Management system	0.11	0.20	0.22

Source: Research data; r above 0.26 significant at $p<0.01$; r above 0.20 significant at $p<0.05$

Except for the relationship between community relations and ROE, all other show a correlation in the expected direction. The positive correlations range from 0.01 to 0.35. Out of the 14 relationships, six are statistically significant.

When the three financial indices are considered separately, it is evident that return on sales has the strongest correlations with independent variables and return on equity the weakest. Out of the five independent variables, return on sales is significantly correlated with employee relations (r=0.32), customer/supplier relations (r=0.37) and management system (r=0.22) Return on equity is significantly correlated with employee relations (r=0.23) and customer/supplier relations (r=0.35). Return on assets is significantly correlated only with customer/supplier relations (r=0.27). When the five aspects of social performance is considered separately, customer/suppler relations show significant correlations with all three indices, employee relations with ROE and ROS and management systems with ROS. Community relations and environment is not significantly correlated with any of the financial indices.

REGRESSION ANALYSIS

The second method of testing the hypothesis is regression analysis. Pearson's correlation gives the independent correlation between the variables. But in a real life situation all these variables co-exist and they have considerable influence on one another. To measure the influence of the different independent variables on the dependent variable, the beta coefficient needs to be calculated. In this method, all other variables are controlled except for the variable that is being measured. The beta coefficient value is an indication of the influence of the different independent variable when other variables are held constant.

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TABLE 4: INFLUENCE OF CSR PERFORMANCE ON FINANCIAL INDICES

No	Variable	Beta	SE	t-stat	p-value
1	Employee relations	0.667	0.225	2.965	**0.004**
2	Customer/supplier relations	1.462	0.320	4.574	**0.000**
3	Community relations	-1.031	0.378	-2.727	**0.008**
4	Environment management	-1.036	0.335	-3.094	**0.003**
5	Management system	-0.169	0.108	-1.570	0.120

Source: Research data

Table 4 indicates that the beta coefficient values have pushed the indicators with lower Pearson's correlation values into the negative direction. Only employee relations and customer/supplier relations show significant regression with the dependent variable (β=0.667 and 1.462 respectively). All other independent variables show a negative regression.

To measure the prediction power of the proposed model, both aggregate impact and individual impact, a regression analysis needs to be carried out.

TABLE 5: AGGREGATE IMPACT OF CSR PERFORMANCE ON FINANCIAL INDICES

R	R^2	R^2_{Adj}	SE	F-stat	p-value
0.567	**0.321**	0.282	6.319	8.229	0.000

Source: Research data

According to Table 5, the R squared value in the multiple regression analysis is 0.321 with a significance of $p < 0.01$. This means that the proposed model predict 32.1% of the variance in financial performance. Considering all the possible factors that influence the financial performance of a company, this is a very high value.

A summary of the regression analysis considering the three financial indices in separate models is given in Table 6.

TABLE 6: REGRESSION ANALYSIS OF DIFFERENT FINANCIAL INDICES

Variable	ROE		ROA		ROS	
	Beta	p-value	Beta	p-value	Beta	p-value
Employee relations	0.989	**0.004**	0.381	**0.024**	0.630	**0.008**
Customer/supplier relations	2.317	**0.000**	0.901	**0.000**	1.168	**0.001**
Community relations	-1.807	**0.002**	-0.468	0.098	-0.819	0.039
Environment management	-1.408	**0.006**	-0.821	**0.001**	-0.881	**0.013**
Management system	-0.336	**0.038**	-0.082	0.305	-0.088	0.428
R^2	0.338		0.237		0.266	
SE	9.363		4.672		6.514	
F-stat	8.871		5.404		6.294	
p-value	0.000		0.000		0.000	

Source: Research data

The findings are similar to the model with combined financial indices. Only employee relations and customer/supplier relations show significant regression in the expected direction. Out of the three indices, the model best explains ROE (R^2=0.338) followed by ROS (R^2=0.266) and ROA (R^2=0.237).

HYPOTHESIS TESTING

Two methods were used to test the hypothesis, i.e. correlation analysis and regression analysis. The findings are summarized in Table 7. If hypothesis is supported, it is indicated with ✓ and if opposed it is indicated with ✗.

TABLE 7: SUMMARY OF CORRELATION AND REGRESSION ANALYSIS

Variable	Correlation	Regression
Employee relations	✓✓	✓
Customer/supplier relations	✓✓	✓
Community relations	✓	✗
Environment management		✗
Management system		

Source: Research data

When both the methods of analysis are considered, only employee relations and customer/supplier relations support the hypothesis. Community relations support the hypothesis only in the correlation analysis but is opposed in regression analysis. Management system is not supported in either of the analyses. Environment management is opposed in the regression analysis.

It can be concluded that some aspects of better social performance leads to better financial performance.

CONCLUSION

Business creates wealth in a society. With this wealth comes power that shapes the culture and the values of the society. This power and influence can be used positively to support the achievement of long-term development goals of the country. CSR has been defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is an umbrella term for a variety of practices which include: (a) a responsibility for the organization's impact on society and the natural environment, sometimes beyond legal compliance and the liability of individuals; (b) a responsibility for the behavior of others with whom they do business (e.g. within supply chains); and that (c) management of its relationship with wider society, whether for reasons of commercial viability, or to add value to society.

As responsible corporate citizens, all businesses should contribute to the above wider course. However, from a business perspective, the shareholders of a company are interested in the return for their investment. They would prefer to have a quantifiable method to know the exact impact of the investment on CSR on company profitability. With no proper information on the benefits of CSR, it has been difficult to persuade the corporates to pump in scarce resources to CSR initiatives, which otherwise could have been used to generate definite benefits. This research attempted to fill this gap by developing a set of data on the financial benefits of CSR initiatives.

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Specifically the research was undertaken to fulfill four objectives: to conduct an in-depth literature review; ascertain the level of social performance; ascertain the association between social performance and financial performance; and to propose areas to focus in CSR that would yield best financial return.

Based on the findings of the research, the following recommendations can be drawn:

- By focusing the attention only on non-operational activities that yield immediate benefits, such as product development, companies are loosing the chance to improve the future operations. Therefore, companies need to look beyond the short-term benefits and invest for the future, especially on training & development.
- Companies need to look beyond the traditional management practices and focus on the some of the more recent developments such as sexual harassment and bribery
- There is a tendency to focus on external environment when looking for CSR initiatives to carry out. However, the higher impact on financial performance is not from these external initiatives, but from internal initiatives such as employee relations, customer relations and supplier relations. Companies need to appreciate the importance of internal environment when designing CSR projects.
- Overall there is a significant impact from CSR activities on the financial performance of a company, but the importance placed on such CSR activities is low. Companies need to establish a dedicated department, or at least a dedicated officer to coordinate CSR activities so that the full benefits can be obtained.

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FACTORS RELATED TO THE PERFORMANCE OF LOW COST ELECTRONIC PRODUCTS IN BANGLADESH

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ABSTRACT
Electronic product is an essential product used by all types of people all over the world. There are different brands of electronic product available in Bangladesh. As choice vary person to person so many people chose non brand product also. There is a huge demand for electronic product in our country. As a result branded product and non branded product both is available in the market of Bangladesh. But performance of the products is not same. Low cost electronic product mostly available in the market of Bangladesh. The high performance results from the use of advanced materials and process techniques which typically increases the technology cost. Performance of low cost electronic product depends on some related factors. Specific hypotheses were developed, information from the consumers who used low cost electronic products were collected through structured questionnaire, data was analyzed through statistical tools and finally conclusions were drawn about the factors that Related to the Performance of Low Cost Electronic Products in Bangladesh. These findings will be helpful in understanding various aspects of consumers view point about Factors Related to the Performance of Low Cost Electronic Products in Bangladesh which can be further improved.

KEYWORDS
Low Cost Electronic Product, Performance, Durability, Country of Origin, Cost.

INTRODUCTION
Large segments of the population in developing countries are facing difficulties to lead their daily life. Income level of the people of Bangladesh is not high compare to the developed countries. Electronic product is an essential product used by all types of people all over the world. There are different brands of electronic product available in Bangladesh. As choice vary person to person so many people chose non brand product also. There is a huge demand for electronic product in our country. As a result branded product and non branded product both is available in the market of Bangladesh. Generally people of middle income group and high income group of Bangladesh chose branded product. On the other hand, low income group people of Bangladesh chose non branded product. This thing is true also for electronic product. Naturally non branded product requires low cost. So optimal performance derived low cost electronic products depend on many related factors.

BACKGROUND OF THE STUDY
Performance varies from electronic product to product. The high performance results from the use of advanced materials and process techniques which typically increases the technology cost. But whenever it is all about low cost electronic product performance may change for different relevant factors. Country of origin of the product ensures the quality of the product which differ the product from another product. For an example if an electronic product manufactures in Bangladesh and another same product manufactures in Japan then quality of the same products will not same. Definitely product manufacturing from Japan will be most accepted than Bangladeshi product which will ensure quality product. So country of origin is a major concerning issue. Durability is also another major factor on which performance depends. Durability is the ability to endure. If the electronic product is durable then it will provide optimal performance and if the product is not durable then it will indicate low performance of the product. If the product will run for the long run then it will be considered as a durable product. So durability should be taken into consideration when performance of the product will be measured for any product as well for electronic product. Frequency of use also is an important factor which highly related with performance. As electronic product is so much sensitive so that when frequency of use of the product is high then performance of the product will decline in the overall life cycle and it is highly true for low cost electronic product. In which purpose the product will be used on which frequency of use depends.

After sales service is another concerning issue on which performance depend. If the service provider is accountable for repairing the product then performance will high of the product. Availability of the product parts is also included here. If the product parts are not available, then the product will not perform longer circumstances. Cost should also taken into consideration as high cost product ensures better performance. In Bangladesh low cost electronic product is available so that compare to price ad feature if the product will run the expected time period then performance should be considered as high. But other related factors has also influence over performance of low cost electronic product in Bangladesh.

LITERATURE REVIEW
Due to global turbulence, this competitive business environment is putting pressure on all industries, particularly those in the high technology manufacturing industry, with their fast moving nature and need to constantly improve their performance. Firms continuously have to cope with changing markets that are unpredictable and diversified, increasing competition and ever changing customer needs (Sharp, Irani and Desai, 1999). To keep the performance in a consistent label, different branded products are being renovated considering cost factors. Performance measurement for a product especially for electronic products and its criteria has been subjectively and variously defined. Performance measurement is the process of quantifying the efficiency and effectiveness of action. Efficiency is a measure of how economically the firm's resources are utilized when providing a given level of customer satisfaction, while effectiveness refers to the extent to which customer requirements are met (Neely, Gregory, M., Platts, 1995). (Dumond 1994) added that performance measurement involves the development of goals and related performance measures and the provision of feedback. Rather differently, (Carrol, Stephan and Schneier 1982) have proposed a more elaborate definition. They claimed that performance measurement is an identification of measurement factors or criteria against which to evaluate performance, the measurement of performance against such criteria, review of performance levels attained by individuals and development of subsequent performance. In addition, they seem to suggest that performance measurement is an ongoing process, involving several steps.

Electronics product has a highly potential sector for Bangladesh as the mental abstraction need to understand the inner unseen working of electronic products and somehow the people of Bangladesh are very good on it. Bangladeshi people have a strong mental ability to visualize the actions of unseen abstract designs as demanded by Electronics. In other words, our people have a natural ability for electronics which gives it a strong advantage over many nations. There are different factors related to be considered for the performance of low cost electronic product in Bangladesh. Performance can be measured on different observations like cost, after sales service, durability of the product, country of origin of the product, frequency of use and so on. These are the general factors related with performance of low cost electronic products.

Country of origin gives a way to differentiate the product from the competitors. Research shows (Josiassen and Harzing, 2008) that the country of origin has an impact on the willingness to buy a product, and studies (Shimp and Sharma, 1987) have shown that consumers may tend to have a relative preference to products from their own country or may tend to have a relative preference for or aversion to certain products that originate from certain countries. Consumers tend to utilize the country of origin more when they are less involved and less familiar (Josiassen et al. 2008). Consumers further tend to use country of origin

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more as a decision tool when they consider luxury products (Piron 2000). When shipping products from one country to another, the products may have to be marked with country of origin, and the country of origin will generally be required to be indicated in the export/import documents and governmental submissions. Country of origin will affect its admissibility, the rate of duty, its entitlement to special duty or trade preference programs, antidumping, and government procurement. Today, many products are an outcome of a large number of parts and pieces that come from many different countries, and that may then be assembled together in a third country. In these cases, it's hard to know exactly what the country of origin is, and different rules apply as to how to determine their correct country of origin. Electronic products when consumer purchases it are very obvious to come into the mind country of origin effect. Consumers buy products not only because they perform well or are produced by a well known corporation, but also based on the country of origin.

After-sales service represents a significant opportunity for most manufacturers as well for low cost electronic products. Profit margins for service operations can be substantially higher than those for core manufacturing activities. And providing exceptional after-sales service creates substantial opportunities for cross-selling, brand-building, and solidifying customer loyalty. Quality, price, and service are three factors are critical to the success of any export sales effort. Quality and price are addressed in earlier chapters. Service, which is addressed here, should be an integral part of any company's export strategy from the start. Properly handled, service can be a foundation for growth. Ignored or left to chance, it can cause an export effort to fail. By nature electronic products are troubleshooting. If the service providers have the commitment to provide after sales service then it can be assumed that performance of products if declines then probable solutions will be found easily. Reliability of the performance is being assured by after sales service from the service providers. The service experience can be a positive and reinforcing sales and service encounter. Each service contact is an opportunity to educate the customer and expand the future sales opportunities. So after sales service has an impact on overall performance of electronic products.

Durability is a property of equip able items that determines how much damage they can take before being destroyed. Durability damage is not the same as normal damage. Life cycle of electronics products have some uncertainty. So people always think about the durability of electronic products. User experience of same products acts as plus factor, where future buyers get the assurance regarding performance. When it is being guaranteed that products are durable then it is assumed that performance of products dictated no issue that can be taken care as a problem.

Cost associated with low cost electronic product also taken into consideration because due to cost variability performance may differ. In business, retail, and accounting, a cost is the value of money that has been used up to produce something, and hence is not available for use anymore. In Economics, a cost is an alternative that is given up as a result of a decision. In business, the cost may be one of acquisition, in which case the amount of money expended to acquire it is counted as cost. In this case, money is the input that is gone in order to acquire the thing. This acquisition cost may be the sum of the cost of production as incurred by the original producer, and further costs of transaction as incurred by the acquirer over and above the price paid to the producer. Usually, the price also includes a mark-up for profit over the cost of production. Cost is an important factor related with performance since product associated with high cost performs better. In case of low cost electronic products, it is being always tried to minimize the associated cost to increase the profit margin.

The frequency of use for electronic products also a considerable factor related with performance. Electronics products are frequently used products by consumers. It is common phenomenon in the mind of consumers that, for low cost electronic products if frequency of use becomes high then there is a high possibility of lowering down the performance. So performance of low cost electronic products also depends on frequency of using of the product.

In Bangladesh, low cost electronic product has different threats and obstacles. There are lot of products cheaper and better looking, not necessarily of better quality. Apart from that, unfavorable government policies already exist against local products. So performance of low cost electronic products associated with different evolving factors.

CONCEPTUAL FRAMEWORK
The conceptual framework has been developed which is one of the relative construct of this study.

FIGURE-1: A CONCEPTUAL MODEL OF FACTORS RELATED TO THE PERFORMANCE OF LOW COST ELECTRONIC PRODUCTS
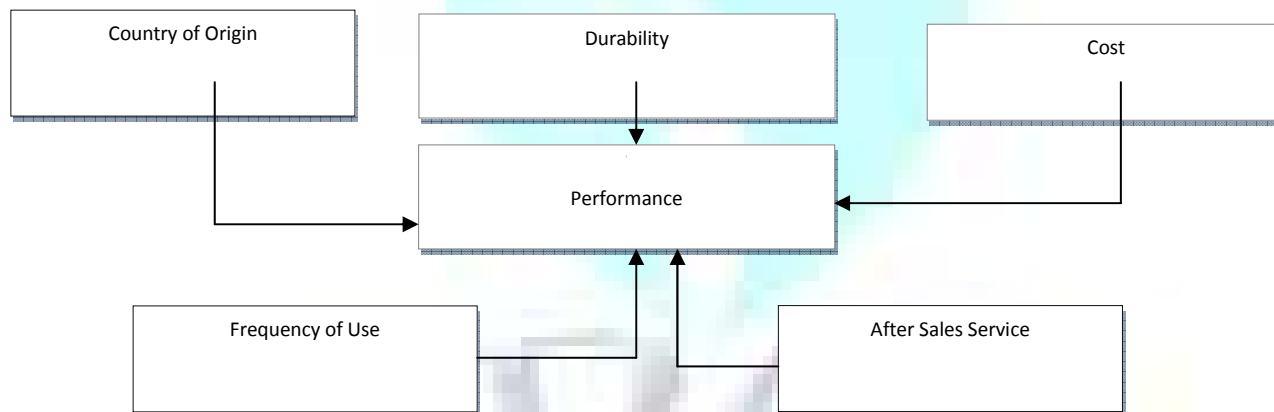
HYPOTHESIS DEVELOPMENT
Based on the Research Question, the following hypotheses have been developed-
H_1: Country of origin ensures better performance for low cost electronic product.
H_2: Durability influences the performance of low cost electronic product.
H_3: Frequency of use has an influence over the performance of low cost electronic product.
H_4: After sales service positively influences the performance of low cost electronic product.
H_5: Cost has an impact over the performance of low cost electronic product.

METHODOLOGY
QUESTIONNAIRE DESIGN
A 24 question questionnaire was developed based on the identified independent variable. The model included questions covering country of origin, after sales service, cost, durability and frequency of use. A Likert scale was used to question the respondents on the five point scale. The respondents were asked to rate on the scale between Strongly Agree and Strongly Disagree. The questionnaire was pre-tested in order to maintain proper wording, length and sequencing of the questions.

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SAMPLING

The data were collected from the users of low cost electronic products, Bangladesh. To select the sample, non-probabilistic sampling method i.e. convenient sampling was used. A sample size of 100 students was used to conduct the research. A total of 24 items were constructed to get the data on five variables where four were independent and the remaining was dependent.

RELIABILITY

Reliability and internal consistency of the multi item scales for each of the constructs were measured using Cronbach Coefficient Alpha. The minimally acceptable reliability for primary research should be in the range of point five to point six. (Nunnally, 1967) Based on the assessment a total of 22 items measuring the constructs were finally retained for final use. Coefficient alpha values were computed for each construct separately which ranged from point 0.522 to 0.693.

TABLE 1: RELIABILITY ANALYSIS

Dimension	Number of Items	Alpha Values
Country of Origin (independent)	4	0.596
Durability (independent)	4	0.542
Frequency of Use (independent)	4	0.530
After Sales Service (independent)	4	0.522
Cost (independent)	4	0.693
Performance (dependent)	4	0.618

Source: Survey Data

DATA ANALYSIS & FINDINGS

Once the reliability analysis was done, all the items from independent variable was included that ultimately improved the alpha value. Then, calculation of the mean value of dependent variables and independent variables was completed. Finally, analysis was completed through regression analysis.

TABLE 2: RESPONDENTS' DEMOGRAPHIC PROFILE

Gender	%	Age	%	Profession	%	Product Using	%
Male	42.0	16-25 years	23.0	Service Holder	34.0	Television	11.0
Female	58.0	26-35 years	32.0	Student	29.0	Computer	33.0
		36-45 years	28.0	Businessman	22.0	Mobile	21.0
		> 45 years	17.0	Self-employed	12.0	Refrigerator	14.0
				Others	3.0	Washing Machine	8.0
						Air Conditioner	9.0
						Others (Microwave Oven, Camera etc)	4.0
Total	100.0	Total	100.0	Total	100.0	Total	100.0

Source: Survey Data

HYPOTHESIS TESTING

In this section hypothesis based on the five factors that influence the performance of low cost electronic products are being analyzed.

TABLE 3: HYPOTHESIS TESTING

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.225	.200		1.126	.263
	CountryofOrigin	-.411	.101	-.421	-4.065	.000
	Durability	.407	.082	.397	4.935	.000
	FrequencyofUse	.651	.103	.619	6.339	.000
	AfterSalesService	-.015	.088	-.014	-.168	.867
	Cost	.308	.086	.340	3.599	.001
Dependent Variable: Performance						

Source: Survey Data

First hypothesis was H_1, Country of origin ensures better performance for low cost electronic product. The observed table shows that country of origin has a negative influence on the performance but it is very low and it is not statistically significant. We can see that P value (.000) is smaller than alpha value (.05) so H_1 is accepted. Second hypothesis was H_2, Durability influences the performance of low cost electronic product. The observed table shows that durability has a positive influence on the performance and it is statistically significant. We can see that P value (.000) is smaller than alpha value (.05) so H_2 is accepted. Third hypothesis was H_3, Frequency of use has an influence over the performance of low cost electronic product. The observed table shows that frequency of use has a positive influence on the performance and it is statistically significant. We can see that P value (.000) is smaller than alpha value (.05) so H_3 is accepted. Fourth hypothesis was H_4, after sales service positively influences the performance of low cost electronic product. The observed table shows that after sales service of use has a negative influence on the performance but it is very low and it is not statistically significant. We can see that P value (.867) is greater than alpha value (.05) so H_4 is rejected. Last hypothesis was H_5, Cost has an impact over the performance of low cost electronic product. The observed table shows that cost has a positive influence on the performance and it is statistically significant. We can see that P value (.001) is smaller than alpha value (.05) so H_5 is accepted.

REGRESSION ANALYSIS

TABLE 4: REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.939[a]	.883	.876	.20049	.883	141.206	5	94	.000
a. Predictors: (Constant), Cost, FrequencyofUse, AfterSalesService, Durability, CountryofOrigin									

Source: Survey Data

From the regression analysis, the Value of R Square is 0.883. That means, independent variable (Cost, Frequency of Use, After Sales Service, Durability, Country of Origin) has 88.3% impact over the dependent variable (Performance of low cost electronic product). In other words, the dependent variable (Performance of low cost electronic product) can be influenced 88.3% by the independent variable (Cost, Frequency of Use, After Sales Service, Durability, country of Origin). In this study of regression model analysis of the factors related on the performance of low cost electronic product tried to find out the factors which affect the performance of low cost electronic product. The 5 factors were Cost, Frequency of Use, After Sales Service, Durability, country of Origin by conducting a Regression analysis. The result indicated that four out of five factors (Cost, Frequency of Use, Durability, country of Origin) have direct positive and significant

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influence on performance of low cost electronic product. Only after sales service did not have any significant influence on performance of low cost electronic products. Perhaps Consumer may give less attention to after sales service in order to get the optimum performance from low cost electronic product.

LIMITATION

The study has some limitation also. Firstly, the study used convenient sample more specifically the students of Dhaka city and many arguments in favor and against the convenience sampling method. Several authors have enumerated the dangerous of using student samples in research (Beltramini1983; Oakes 1972). R^2 **(.883)**, is comparatively high but some other factors can also influence the performance of low cost electronic product. Further study should include other factors except those considered here. Also after sales service is rejected here so further research should focus into after sales service.

CONCLUSION & RECOMMENDATION

Market of low cost electronic product in Bangladesh is very much competitive. People chose low cost electronic product for their inconvenience and they expect high performance from these low cost electronic product. Sometimes they get optimum performance from these low cost electronic products and sometimes they do not get any extra advantage form this low cost product. It depends on many factors. But if the market is provided a large scale of investment then performance of the low cost electronic product will rise and people of the Bangladesh will be happier to use the low cost electronic product.

Since the Hypotheses of after sales service has rejected so more focus should put on this sector. Customers of Bangladesh are not conscious about consumer rights and obligations. It should be developed as a result seller of the electronic product will more accountable for performance and after sales service. They should show their sincere interest in solving the problems of the customers. Their focus should be on providing the service accurately at the first time. Performance checkup program for the product may be introduced as the customer will able to up-to-date about the performance of the product. The suggested key recommendations in this study are continuous investment and regular after sales service can increase the performance of low cost electronic product.

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EMPLOYEE SATISFACTION: A CASE STUDY OF A LEADING MULTINATIONAL TELECOMMUNICATION COMPANY IN BANGLADESH

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ABSTRACT

This study attempts to investigate the levels of workers' job satisfaction with regard to HRM policies and practices in the multinational corporations adopting TeleCorp (anonymously named), a leading multinational telecommunication company in Bangladesh, as a case study. The study is empirically based on a questionnaire survey with a response rate of 81%. The research observes that employees are satisfied with certain practices of TeleCorp such as performance appraisals, pay, compensation and dismissal whereas dissatisfied with job autonomy and working time. This study also analyses how job satisfaction varies among various groups of workers - groups categorised according to employees' personal and job related characteristics. The levels of employees' job satisfaction are observed to fluctuate in terms of their age, gender, education, experiences, designation, and marital status. A set of recommendations are formulated in light of the standard HR-policies and practices in literature and prescribed in view of the observations made with regard to employees' job satisfaction at TeleCorp. The outcomes of this research can be used in an inductive manner to penetrate a general picture of the existing multinational companies in Bangladesh. The outcomes can also be used as a guideline for those companies which are in pursuit of uplifting the standard of their HR practices as a mechanism to develop global competence. As the list of HR issues covered in this study are non-exhaustive in nature, the research ends with proposing for further research on a wider scale comprising of all types and sizes of companies operating in Bangladesh.

KEYWORDS
Employee satisfaction, HRM, Telecom sector.

INTRODUCTION

Research works on workers' behaviour in their workplaces suggest that employees' overall performance, loyalty and satisfaction largely depend on an organization's human resource management (HRM) policies and practices such as job autonomy, work-life balance, working time, communication between superiors and subordinates, etc. (Pare & Tremblay, 2007). Siddiquee (2003), Quadir, Azad & Uddin (2006) and Islam & Saha (2008) identified these practices in Bangladesh as informal, unsophisticated, and somewhat bureaucratic in most small and medium size organizations, regardless private or public. Although Islam and Saha (2008) attempted to examine employees' cognitive behaviour in multinational banking sector using the above factors, little is known so far about what extent employees' are pleased with specific factors like job autonomy, training and development, performance appraisals, pay, working time, communication, benefits, etc. in the context of large MNCs operating in Bangladesh's telecommunication sector – a sector that has experienced much growth in terms of foreign investment, subscriptions (crossed 80 million mark in September 2011), and, most importantly, quick rates of return over the last two decades since the country opened its economy to facilitate privatisation and attract multinational investments since the early 1990s (Rahaman, 2011; UKTI, 2011). In light of these observations, this study has aimed to examine the levels of employee job satisfaction in a leading multinational telecommunication company in Bangladesh, 'TeleCorp' (anonymously named). In order to attain this major objective, this study targets to make the following queries in the form of specific objectives:

1.   To make a review of literature on job satisfaction and related issues in order to identify the factors that influence employees' performance and satisfaction;
2.   To list factors that play important roles in job satisfaction, thus scrutinise the job satisfaction levels of employees working for TeleCorp;
3.   To draw some meaningful conclusions about the current HR practices of TeleCorp and generalise the research outcomes for other companies operating in Bangladesh.

It is expected that the outcome of the research will have significant empirical contributions to improve the existing HRM policies and influence factors that affect employees' performance and satisfaction not only in TeleCorp but also other companies of similar nature in Bangladesh. As the number of private and foreign companies is rising fast in Bangladesh, it can be treated as a timely attempt to investigate the levels of employees' job satisfaction in non-traditional (ie, foreign, private) work environments and explore the factors that influence workers' commitment to these organizations.

LITERATURE REVIEW

Lawler (1972) presented job satisfaction as an employee's positive exhilarating feedbacks on a particular job s/he is involved with in a particular time period. According to Locke (1976), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1300). Spector (1997) similarly pointed out job satisfaction as the state of how people are feeling about different aspects of their jobs. Sousa-Poza and Sousa-Poza (2000) commented that being able to fulfil their needs of current circumstances make people job satisfied. Rose (2003) analysed job satisfaction in a two dimensional viewpoints incorporating extrinsic and intrinsic satisfaction of jobs where extrinsic satisfaction mostly depends on promotion, pay, job security and other financial or material advantages or rewards of their jobs whereas intrinsic satisfaction are basically qualitative or symbolic facets of the jobs such as an individual's capability to deal with the required tasks of the job, relationship with line manager or supervisor, or even the type of work the employee actually performs. In light of the observations made in these researches, any clear indication or optimal way to identify the level of job satisfaction cannot be observed. This study therefore attempts to make an in-depth query of the factors that can be listed as responsible for promoting job satisfactions in a workplace.

EMPLOYEES' PERSONAL CHARACTERISTICS AND JOB SATISFACTION

Employees' job satisfaction varies due to the variations of their personal characteristics such as gender, age, education, experiences, marital status, job status, employment sector, etc. These characteristics are listed below in light of the empirical studies conducted in different country contexts:

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Bilgic (1998) and Bender, Donohue & Heywood (2005) observed the role of 'gender' as a widely considered and unavoidable factor of employees' job satisfaction. In terms of promotions, earnings, recruitment, dismissals, and career prospects, Kaiser (2002) found greater job satisfaction of women than their men counterpart. The surveys conducted in Austria, Finland, the Netherlands, Sweden and the UK showed that women are happier than men with their jobs (Cabrita and Perista, 2006). In contrast, some opposite scenarios were revealed in the study on Singaporean Accountants by Goh, Koh and Low (1991), Hansen's survey (2003) in Denmark and ECHP (European Community Household Panel) (2001) survey in Portugal that men have high level of job satisfaction than women in their respective jobs. Similarly, Okpara, Squillace and Erondu (2005) suggested that male teachers in American universities are more satisfied with their overall job package whereas female teachers are more satisfied with the nature of work and their work colleagues. In the case of the UK, Rose (2005) however suggested that job satisfaction between genders is converging and predicted that within next 10 years there would be no differences between genders in terms of job satisfaction. Alike Rose (2005), a number of surveys on Bulgaria, the Czech Republic, Estonia, Hungary, Italy, the Netherlands, Romania, and Spain have already found no remarkable differences between men and women in terms of their job satisfaction (Cabrita and Perista, 2006).

Job satisfaction and 'age' show long history of correlation. The outcome of the surveys carried out in some European countries like the Czech Republic, Denmark, Italy, the Netherlands and Sweden pointed out that there is higher level of job satisfaction with increasing age. The exceptions are Romania and Austria where employees' job satisfaction decreases with age. In Italy, educated younger employees are more satisfied than their less educated older counterparts. However, in Spain, Hungary and Estonia, age does not play a key role in job satisfaction. The survey on Spain by Royuela and Surinach (2008) suggested that employees aged below 19 years and over 65 years expressed high level of job satisfaction in their respective fields which were 54.5% and 64.8% respectively.

Significant relationships between 'education' and job satisfaction have been revealed in a number of surveys carried out in different country contexts. The more educated an employee is, the happier s/he is with her/his current job (Rogers, 1991). Falcone (1991) suggested that less educated managers, regardless of private or public sectors, are less satisfied with their jobs than their highly educated counterparts. In case of Italy, due to availability of better educational opportunities (reciprocal with the age), educated workers who are old are less pleased with their work than their young educated counterpart (Giaccone, 2007). Interestingly, in case of Denmark, semi-skilled and less educated women with little or no job training working in a physical environment with little remuneration are as happy with their job as highly educated professional women. Besides, men workers with no vocational training are more satisfied than male employees with some professional training (Hansen, 2003).

Job satisfaction has positive relationship with 'experience' in an organization. The more an employee work with an organization the more commitment and feeling grow up to the work and organization. According to Howard & Frink (1996) and Okpara (2004), people with more experiences have respects to their jobs and feel relatively more satisfied than those with less experience.

In case of job satisfaction, 'marital status' and 'family size' of an employee play important roles. Single persons are observed to be less satisfied with their jobs in Denmark and Italy. Surprisingly, in Italy, those who are divorced and separated from their partners are found to be the most satisfied employees with their jobs whereas married employees are comparatively less pleased with their jobs than other groups (Giaccone, 2007). Surveys in the Netherlands and Romania depicted that employees with increasing number of children are more satisfied with their jobs than others (Cabrita and Perista, 2006). Likewise, in Finland, employees with children considered very satisfied with their jobs than those with no children (Lehto and Sutela, 2007)

Job satisfaction also depends on 'job status' of an employee, eg, full time, part time, temporary or permanent, etc. The results of the surveys of NWCS (National Working Conditions Survey – Bulgaria) (2005), MQWL (Measuring the Quality of Working Life - Czech Republic) (2004), POLS (Permanent Quality of Life Survey – Netherlands) (2003) and TAS (TNO Working Situation Survey – Netherlands) (2004) suggested that company workers are less satisfied than self-employed people in Bulgaria, the Czech Republic and the Netherlands. The survey carried out by Cabrita and Perista (2006) showed that employees with permanent employment contract are more satisfied than those with temporary, visiting or fixed-term contracts. Surveys by Lehto and Sutela (2007) revealed similar results in case of Finland. The ECHP (European Community Household Panel) data (2001) on the Portuguese ICT and retail sectors pointed out that temporary employees are less satisfied with the various aspects of their jobs than those with permanent contracts. One of the surveys in the context of Italy similarly highlighted that permanent employees are more satisfied with their work as a career prospects but also showed that employees are least satisfied with work relations and fixed timers are less satisfied with working times (Giaccone, 2007).

'Employment sectors' play an important role in making an employee job satisfied. Cabrita and Perista's (2006) survey on both Spain and Portugal highlighted that the people working in agriculture and secondary industry are comparatively less pleased with their respective works than employees' working in services or tertiary sectors. In Austria, Bulgaria, the Czech Republic, and Sweden, the people working in the financial sectors has the maximum level of job satisfaction. The lowest level of job satisfaction are observed in manufacturing and industry sectors in the Czech Republic and Denmark, and mining sectors in Austria and Bulgaria. The low level of job satisfaction also emerged in the hotel and restaurant sector in Austria, Denmark, and the Netherlands. In Finland, employees in public sectors are more satisfied than those working in private sectors (Hooff et al, 2008).

ORGANISATIONS' HRM ACTIVITIES AND JOB SATISFACTION

Human resource management (HRM) activities are the prime organizational procedures and policies that measure employees' commitment to the organization, their various responsibilities as well as both in and extra role performances. The major HRM activities that affect employees' job satisfaction are identified and listed below:

Pay/salary/reward is treated as one of the most important measures of employees' job satisfaction. Sharif and Jamal-Ena (2002) pinpointed the importance of developing a constructive company pay policy and suggested a positive correlation between the salary an employee receives and the level of job satisfaction. Shields & Price (2002) and Clark (1997) found that employees' income can play a key role in shaping their overall job satisfaction. Studies by Sloane & Ward (2001), Hamermesh (2001) and Shields & Price (2002) suggested that the real factor that mostly affects job satisfaction is employees' relative income -- the difference between actual income and expected income in a particular time. However, as Frey and Stutzer (2002) emphasised, higher level of income for an employee may not always bring higher level of job satisfaction because people compare themselves with others with similar calibre and their respective income levels.

Training & development has significant impact on employees' job satisfaction. Aman (2010) carried out a research on Saudi Arabian employees and found that approximately 75% of the employees' are highly satisfied with their jobs because of their extensive carrier progressive training opportunities and around 68% employees' expressed their satisfaction about the development opportunities within the organization. Schmidt (2007) pinpointed the role that training and development plays to decide whether employees' keep or switch their jobs.

Performance appraisal is used to evaluate employees' overall ongoing performance, to measure efficiency and effectiveness of individuals, to find out areas that needs to be developed, and to improve overall organizational productivity (Jawahar, 2006). Overall employees' job satisfaction with performance appraisal basically depends on how satisfied employees are with performance rating criteria, performance appraisal interview and, overall, the performance appraisal system (Blau, 1999; Keeping and Levy, 2000). According to Boswell and Boudreau (2000), employees' have high satisfaction with transparent, objective and widely accepted performance appraisal systems that actually recognize employees' capabilities.

Job autonomy is one of the most influential factors to cause higher level of job satisfaction of an employee. Bradley, Petrescu and Simmons (2004) pointed out that job satisfaction is the degree of apparent autonomy that an employee feels in her/his current job. Hansen (2003) suggested that 90% of the male workers and around 85% of the female workers in Denmark who have greater job decision latitude have higher levels of job satisfaction. Likewise, the results from the MQWL (Measuring the Quality of Working Life - Czech Republic) survey (2004) illustrated that greater autonomy in the Czech Republic made employees considerably more job satisfied.

Working hours seem to play a decisive role in job satisfaction. For example, the NWCS (National Working Conditions Survey – Bulgaria) (2005) shows that 78% of employees' with weekly working hours between 30 and 44 in Bulgaria are completely satisfied with their jobs. About 40% of workers working more than 45 hours are dissatisfied with their jobs. On the other hand, researchers of the UK discover that full time workers are happier than part timers but female full timers

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are less satisfied with their job in terms of pay and working hours than those working part time (Rose, 2005). Using evidences from Honduras, Bóo, Madrigal and Pagés (2009) showed a similar picture for both male- and female-workers in developing countries.

Working flexibility and overtime work also influence workers' job performance and satisfaction. Royuela and Surinach's survey (2008) based on quality of life in Spain revealed that the more satisfied employees are those who enjoy flexibility in working hours and times. Likewise, Lehto and Sutela's survey (2007) in Finland showed that employees getting their own choice of working hours and times are more satisfied than those who do not have any such flexibility. In case of overtime work, a positive correlation between overtime and job satisfaction can be observed for those employees who need more money (Cabrita and Perista, 2006). On the contrary, the outcome of the SQLW (Survey on quality of life in the workplace – Spain) survey (2004) highlights that the less the employees' have to do the overtime, the happier they are with their jobs. Similarly, QWLS (Quality of Work Life Survey - Finland) survey (2003) reveals that employees who have to do more overtime than they are entitled to are little satisfied with their jobs. However, in a gender-specific analysis, Hansen (2003) highlighted that 79% of the male workers in Denmark are very happy if their job demands more overtime whereas female workers seem to be not interested in overtime opportunities.

Work-life balance makes an employee job satisfied. A number of research works revealed that job satisfaction and personal life fulfilment have high level of bondage -- employees who can accomplish their family responsibilities are highly motivated and exceptionally satisfied with their job regardless of other factors (Cabrita and Perista, 2006). More than 85% employees in Bulgaria (National Working Conditions Survey - NWCS, 2005) and 78.3% in Czech Republic (Measuring the Quality of Working Life -MQWL, 2004) expressed high level of satisfaction with their jobs due to good balance between working condition and personal lives. Hansen (2003) revealed a similar result with regard to the Danish employees.

Workers participation has a positive relationship with job satisfaction, according to various surveys. According to the survey conducted in Spain by Royuela and Surinach (2008), the more the employees are able to get involved in decisions making process, the happier they are with their jobs. Likewise, the survey by Lehto and Sutela (2007) in the context of Finland showed that employees who have chances to apply their own initiatives or ideas at work are satisfied with their jobs than those who are unable to express their own views at work. Moreover, MQWL (Measuring the Quality of Working Life – Czech Republic) (2004) suggested that employees who enjoy the privilege to share new and better ideas and who have a chance to discuss different opinions have high level of satisfaction with their jobs than others who do not enjoy these types of privileges.

The communication between superior and subordinates has remarkable influence on employees' job satisfaction in workplace. Sutton and Rafaeli (1989) pointed out that not only the verbal but also the nonverbal ways of communication between superior and subordinate can play a key role in developing job satisfaction. Subordinates' recognition of superior behavioural expressions such as eye contact, facial and vocal expressions and body language have greater influence on employees' job satisfaction, said Judge and Saari (2004). The researchers also pointed out that supervisors who are approachable, friendly, smiling get more positive feedbacks at workplace than others who are moody and use verbal immediacy.

At this stage, the above literature review can be summed up by developing a Table (below) with a list of work patterns and policies (as independent variables) that play key roles in promoting job satisfactions through facilitations of several HR practices (as dependant variables) – on the basis of which empirical examination of this study will be conducted.

TABLE 1: PROPOSED LIST OF DEPENDENT AND INDEPENDENT VARIABLES OF THE STUDY

Dependent variables	Independent variables
Job Autonomy	1. I am given adequate freedom to accomplish my duties and to take my own initiatives
Overtime	2. I am not forced to do overtime at TeleCorp
	3. I have always had opportunities to do overtime at TeleCorp
Working time	4. I have flexibilities on my working hours and times
	5. I am satisfied with working time (40 hours) at TeleCorp
Worker Participation	6. My views and participations are valued
Work-life balance	7. I can maintain both family and job responsibilities without extra headache
	8. My job at TeleCorp never gives me unbearable amounts of pressure in my private life.
Communication between superior and subordinate	9. Superiors and subordinates have mutual respect and maintain professional relationship
	10. My managers are easy to talk to, smiling and friendly
	11. As a person, my line manager seems to care about me
Training and development	12. Training meets the needs of required development
	13. Training opportunity is available for every employee
	14. I am provided adequate opportunities for development and education
	15. I have greater prospect to step up within TeleCorp
	16. I am satisfied with overall training and development
Performance appraisal	17. Appraisal been executed fairly
	18. Appraisal criteria are objective
Reward, compensation and dismissal	19. Pay is competitive
	20. Promotion is open to everyone
	21. Promotion criteria are objective
	22. I am satisfied with benefit and reward package
	23. Dismissal policy is fair
Overall, TeleCorp, as a company	24. Overall, I am fully satisfied with my current job at TeleCorp
	25. I would recommend TeleCorp as a right place to work
Source: Authors' own development on the basis of literature review.	

EMPIRICAL METHODOLOGY

There is no specific model or standard way to measure workers job satisfaction levels. Empirically, a number of instruments and methods can be observed to measure job satisfactions. In order to choose the right methods for this study, a number of related studies such as Job Satisfaction Survey (JSS), Minnesota Satisfaction Questionnaire (MSQ), Faces Scale (Fried and Ferris, 1987), among others were reviewed. Also, to select suitable estimation method of the satisfaction levels, studies that used Likert 5 points scale (Nannally, 1979) and Likert 7 points scale (Koelbel, Fuller & Misener, 1991) were taken into consideration. In consideration of these methodological issues, this study was set to be conducted on the basis of a questionnaire survey among TeleCorp staff members located in Dhaka. The respondents were selected randomly at TeleCorp head office and one customer service centre in Dhaka, irrespective of age, sex, educational background, hierarchy, etc. In aggregate, 88 respondents were approached for the survey. Out of 88 respondents, 71 completed the entire questionnaire constituting a response rate of about 81%. As "published opinion indicates that below 80% bias is likely to occur, and a response rate below 60% is barely acceptable" (RDSU, 2003, p.1), the above response rate can be claimed to be an acceptable one for this study. The survey questions were requested to be answered in Likert 5 points scale starting from 1 (Strongly dissatisfied) to 5 (Strongly satisfied). Altogether, to measure the level of job satisfaction, various quantitative analytical techniques such as Factor Analysis, MANOVA, and Reliability Analysis, etc. have been used in this study. In addition to this, for qualitative analyses, respondents' opinions (if any) were recorded and later inserted in section 4.0 (when needed).

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FORMULATION OF QUESTIONNAIRE

In light of the survey of a number of empirical research works, this study initially formulated 32 questions to measure the job satisfaction of TeleCorp employees. In view of Rose (2005), multi-faceted questions were mostly used together with single-item questions. In some cases, standalone questions were also used to understand employees' job satisfaction. At first, a **pilot survey** was carried out with 5 randomly selected employees' in TeleCorp. On the basis of the pilot survey results, 7 questions were dropped. The **final survey** thus comprised of 25 questions.

The final survey questionnaire comprised of two parts. Part one concentrated on workers' personal information. Part two focused on different areas of HRM policies and practices such as performance appraisals, development and training, pay, benefits and dismissal, job autonomy, working time flexibility, overtime, work-life balance, worker participation, communication between superior and subordinates, etc. – factors that make employees happy and motivated to work.

CHARACTERISTICS OF THE RESPONDENTS

The respondents participated in the survey are all engaged directly as an employee of TeleCorp. An effort is made here to classify the respondents on the basis of some characteristics, eg, age, gender, education, etc., in Table 2.

TABLE 2: SOME BASIC CHARACTERISTICS OF THE RESPONDENTS

Category	Features
Gender	Male = 52 Female = 19
Age groups	Under 30 = 21 30 – 39 = 35 40 – 49 = 9 50 -59 = 6 60 or over = 0
Education	Diploma = 7 Bachelor = 52 Masters = 12 PhD = 0
Job status	Entry level = 39 Middle level = 28 Top level = 4
Working years:	1 – 2 = 25 2 – 4 = 23 4 – 6 = 18 6 – 10 = 5 10 > = 0
Job Sectors:	Customer Service = 8 Intelligent Networking (IN) = 22 Billing = 13 RF = 9 Civil Engineering = 8 Accounts = 7 Management = 4
Marital status:	Married = 42 (30 of them have 1 or more children) Single = 29
Source: Compiled by the authors in light the questionnaire survey.	

As mentioned, the first part of the survey questions focused on workers' personal information such as name, designation, gender, age, education, marital status, and experiences with the same company, etc. For the survey, the respondents were selected from lower position to higher executives irrespective of their gender. The survey statistics show that 10% respondents are in top level position, 55% are in entry level position, and rest of them are in middle level position. It was observed from the result of the first part of the survey that out of 71 respondents, about 73% were male and 27% female. 59% of the respondents were married and 71% of them have 1 or more children. 87% of the respondents completed at least Bachelor degrees in different disciplines and 17% obtained Master degrees. The mean working years of respondents was 3.9 years.

RELIABILITY OF THE QUESTIONNAIRE

The reliability test has been carried out to check the internal consistency of the questions using Cronbach's alpha. It is a coefficient of reliability and is defined as follows:

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum_{i=1}^{K}\sigma_{Y_i}^2}{\sigma_X^2}\right)$$

Cronbach's alpha value is measured between 0 and 1. The acceptance level of reliability starts from 0.5. A value closer to 1 is highly reliable whereas a value closer to 0 is not considered reliable (Nunnally, 1979). Table 3 below shows the reliability statistics:

TABLE 3: RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.829	0.893	25

The Cronbach's alpha value (α) above, 0.829, indicates that the questions in this study are highly reliable.

EMPIRICAL EXAMINATION RESULTS

JOB SATISFACTION OF EMPLOYEES IN GENERAL

It is observed from the survey that the mean values of the items related to performance appraisal and reward, compensation and dismissal policy are above 4 -- indicating employees are highly satisfied with these HRM policies.

For improving productivity and quality control, performance appraisals are arguably the most influential tool (Boswell and Boudreau, 2000). The standard deviations of two performance appraisal variables, 0.67075 and 0.62991 respectively, indicate the convergence of positive performance appraisals at TeleCorp. TeleCorp officials rightly believe that performance appraisals are one of the reasons of why the business of TeleCorp is growing day by day and maintaining its position as the leading telecom operator in Bangladesh. The Divisional Manager of Dhaka, during the face-to-face interview, emphasised on performance appraisal as the most important HRM activities. He believes that a good appraisal system may work as the prime mechanism to ensure employees are working well and the payment is justified on the basis of performance. As he stated, "*TeleCorp is very careful with performance appraisals as poor appraisal badly affects*

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not only enterprise but also employees; we try to ensure right procedure and performance criteria to be fair and clear to everyone". In the questionnaire, some respondents made some positive remarks with regard to the existing performance appraisal policies. For instance, "*I am very happy to see rigorous performance appraisal by TeleCorp. It works and the policy is fair enough*". Similarly, promotion and its criteria look positive with mean value: 3.995, meaning employees are highly satisfied with promotion. However, the variance, which is nearly 1, indicates that some employees are not happy with this criterion though this does not greatly influence their overall job satisfaction.

Likewise, the mean of pay, benefits and rewards package is highest among all variables. The average mean value (4.8013) of these three factors is almost closure to 5. Moreover, the average variance is 0.4631 which is the lowest among all variables. These statistics depict that employees have highest satisfaction with pay, benefits and rewards. TeleCorp as a multinational company has highest basic pay scale, quarterly bonus, festive bonus and rewards based on performance etc. compared to the other similar types of companies (names not mentioned here to maintain anonymity of TeleCorp) in respective positions. According to some employees (comments on survey), "*I would like to stick with this job because of its pay and benefits; I think I am getting higher salaries compared to my friends working with other companies*". As another employee commented: "*I like to work with TeleCorp because they are paying more than my expectation*". The lowest standard deviation means apparently all employees are highly satisfied with these criteria.

TABLE 4: MEAN, SD AND RELIABILITY OF 10 DEPENDENT VARIABLES

Variables	Mean	Standard Deviation	Cronbach's Alpha
Job Autonomy	2.873	1.3194	0.819
Overtime	3.493	0.9608	0.824
Working time	2.451	0.9506	0.836
Worker Participation	3.155	2.5782	0.865
Work-life balance	3.085	1.5216	0.832
Communication between superior and subordinate	3.655	1.0510	0.814
Training and development	3.800	0.9420	0.818
Performance appraisal	4.014	0.6503	0.818
Reward, compensation and dismissal	4.316	0.7124	0.821
Overall, TeleCorp, as a company	4.739	0.5361	0.816

TeleCorp has plenty of overtime and employees are happy to do that unless, in some cases, they are forced to do it. The mean value of the overtime opportunity (ie, over 4) means that employees are highly satisfied with their jobs in terms of overtime opportunities. But, in contrast to pay, benefits, rewards package, overtime opportunities, the mean values of the job autonomy and working time are lower than average (3), ie, 2.873 and 2.451 respectively. The results illustrate that most of the employees are not given freedom of choice to accomplish their jobs and they mostly do what they are instructed to do by the line manager. One of the employees commented, "*Although my pay is good, I sometimes feel bored doing the same job everyday*". Moreover, entry level employees are forced to do overtime in case of business demand which adversely affects employees' job satisfaction. Each and every new employee is not happy as the business demands get more priority than individual necessities. However, the higher standard deviations of job autonomy (1.31941) and overtime (1.15743) in Table 5 represent that considerable employees, particularly higher and middle levels, are still happy with those criteria as most of the time they are not forced to do overtime as well as they have satisfactory freedom of choice to get their jobs done and they can take their own initiatives for the better causes of the business they work for.

TABLE 5: MEAN, SD AND RELIABILITY OF 25 INDEPENDENT VARIABLES

Variables	Mean	Standard Deviation	Cronbach's Alpha
I am given adequate freedom to accomplish my duties and to take my own initiatives	2.8732	1.31941	.819
I am not forced to do overtime at work	2.9437	1.15743	.817
I have always had opportunities to do overtime at work	4.0423	.76414	.830
I have flexibilities on my working hours and times	1.9155	.71207	.827
I am satisfied with working time (40 hours) at TeleCorp	2.9859	1.18915	.845
My views and participations are valued	3.1549	2.57819	.865
I am able to satisfy both my job and family responsibilities	3.1549	1.54594	.834
My job does not cause unreasonable amounts of stress in my life	3.0141	1.49755	.829
Superiors and subordinates have mutual respect and maintain professional relationship	3.3521	1.18441	.813
My managers are easy to talk to, smiling and friendly	3.9577	.91709	.815
As a person, my line manager seems to care about me	3.7887	.75433	.820
Training meets the needs of development	4.0845	.57932	.827
Training is open to everyone	3.5211	.98357	.809
I am provided adequate support for education and development	3.7606	1.00662	.815
I have adequate opportunities to step up within TeleCorp	3.6479	1.32124	.825
I am satisfied with overall training and development	3.9859	.81928	.815
Appraisal been executed fairly	4.0845	.67075	.820
Appraisal criteria are objective	3.9437	.62991	.823
Promotion is open to everyone	3.9437	.92408	.825
Promotion criteria are objective	4.0000	.95618	.813
Pay is competitive	4.8592	.45656	.824
I am satisfied with benefits and reward package	4.7465	.46960	.819
Dismissal policy is fair	4.0282	.75540	.823
Overall, I am fully satisfied with my current job at TeleCorp	4.7746	.45347	.819
I would recommend TeleCorp as a right place to work	4.7042	.61862	.813
Source: Authors' own calculations on the basis of the questionnaire survey.			

In terms of worker participation, the highest standard deviation (2.57819) means this variable gives maximum insights of the employees' job satisfaction. It is discovered from the survey that lower level employee views and participations are not considered most of the time. On the contrary, as higher level employees' opinions are valued, they appear to be highly satisfied with their jobs. As one of the employees commented, "*It is frustrating for me when I realized that my valued opinions are not even considered and sometimes I am not even aware of the incidents around me*".

It is a tradition to live in joint families in Bangladesh (Abedin, 1999). With an increased financial responsibility in social events and religious festival, it sometimes becomes difficult to accomplish all the responsibilities imposed on one particular member, especially when s/he has a conjugal life to maintain. This, in turn, creates a strong possibility of hampering job performance and, as a consequence, job satisfaction. The survey results reveal the same trend that married employees' are having difficulties to keep their full commitments in both family and job matters. Even when the nature and quality of their job are higher,

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employees fail to enjoy the work. However, the standard deviation (1.5216) depicts that a significant number of employees are satisfied with their jobs as they can satisfy both parties where their jobs do not make any unreasonable stress on their personal lives.

Overall, employees are highly satisfied with their jobs. A higher mean value of the overall satisfaction (closer to 5) and the lowest standard deviation (0.45347) indicate that all employees are strongly satisfied with their jobs although they, in many cases, expressed dissatisfaction about job autonomy, working time, overtime, worker participation as well as work-life balance. Due to inconsistency of mind and confusion about deciding the good and bad sides of a job, respondents may have sometimes shown discrepancies in their responses. As, overall, most of them expressed great satisfaction about their jobs, it can be assumed factually that rewards and benefits have played vital roles in their overall job satisfaction in the context of an economy like Bangladesh where salary structure of the local companies, both private and public, is poor. It was interesting to note that among the MNCs in Bangladesh, TeleCorp offers higher salary and benefits package, thus narrows the possibility of their employees to move to other companies with lower salary package.

JOB SATISFACTION OF EMPLOYEES AMONG GROUPS

To find out the satisfaction levels of employees in terms of age group, sex, education, marital status, working years, etc., a multivariate analysis of variance (MANOVA) was repeatedly performed. Tables 6 and 7 illustrate the results.

TABLE 6: MEAN AND SD OF GROUPS

	Category	Variables	Mean	SD	Average Mean	Average SD
Gender	Male	JO	3.05	1.35	3.92	0.757
		OT	3.68	0.91		
		WT	2.43	1.01		
		WP	3.00	1.31		
		WLB	3.61	1.33		
		CBSS	3.92	0.92		
		TD	4.08	0.66		
		PA	4.12	0.48		
		RCD	4.41	0.55		
		O	5.00	0.00		
	Female	JO	2.37	1.12	3.21	1.055
		OT	2.97	0.92		
		WT	2.50	0.77		
		WP	3.58	4.54		
		WLB	1.67	0.96		
		CBSS	3.08	0.73		
		TD	3.04	1.13		
		PA	3.73	0.93		
		RCD	4.04	0.89		
		O	4.02	0.62		
Age	Under 30	JO	1.57	0.59	3.24	0.872
		OT	2.83	0.57		
		WT	2.78	0.64		
		WP	2.62	4.49		
		WLB	3.5	1.58		
		CBSS	2.87	0.46		
		TD	3.26	1.05		
		PA	4.24	0.43		
		RCD	4.20	0.39		
		O	4.56	0.50		
	40 – 60	JO	4.33	0.48	4.16	0.496
		OT	4.53	0.47		
		WT	2.16	0.75		
		WP	4.33	0.48		
		WLB	2.80	1.18		
		CBSS	4.71	0.32		
		TD	4.16	0.56		
		PA	4.20	0.37		
		RCD	4.59	0.41		
		O	5.00	0.00		
Education	Lower (Diploma)	JO	1.00	0.00	3.63	0.200
		OT	2.64	0.24		
		WT	3.07	0.51		
		WP	1.28	0.48		
		WLB	4.78	0.27		
		CBSS	2.71	0.13		
		TD	4.11	0.11		
		PA	4.57	0.53		
		RCD	3.94	0.09		
		O	5.00	0.00		
	Lower (Masters)	JO	4.33	0.65	3.89	0.470
		OT	4.20	0.58		
		WT	1.66	0.40		
		WP	3.92	0.79		
		WLB	1.96	0.54		
		CBSS	4.60	0.48		

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		TD	3.85	0.64		
		PA	4.21	0.55		
		RCD	4.40	0.29		
		O	5.00	0.00		
Job Status	Entry level	JO	1.66	0.55	3.25	0.941
		OT	2.87	0.51		
		WT	2.59	0.79		
		WP	2.48	3.95		
		WLB	2.96	1.73		
		CBSS	2.80	0.45		
		TD	3.21	0.96		
		PA	3.87	0.83		
		RCD	3.92	0.75		
		O	4.31	0.69		
	Top level	JO	5.00	0.00	4.12	0.247
		OT	4.50	0.00		
		WT	1.62	0.25		
		WP	5.00	0.00		
		WLB	1.37	0.54		
		CBSS	4.83	0.33		
		TD	4.25	0.31		
		PA	4.62	0.25		
		RCD	4.60	0.31		
		O	5.00	0.00		
Marital Status	Single	JO	1.83	0.65	3.65	0.650
		OT	2.93	0.51		
		WT	2.79	0.60		
		WP	2.00	0.89		
		WLB	4.45	0.83		
		CBSS	3.15	0.61		
		TD	3.86	0.87		
		PA	4.15	0.36		
		RCD	4.34	0.51		
		O	4.86	0.35		
	Married	JO	3.59	1.17	3.74	0.966
		OT	3.88	0.97		
		WT	2.20	0.83		
		WP	3.95	3.03		
		WLB	2.11	1.08		
		CBSS	4.07	0.96		
		TD	3.74	0.93		
		PA	3.92	0.77		
		RCD	4.28	0.77		
		O	4.65	0.62		

JO = Job Autonomy
OT = Over time
WT = Working times
WP = Worker participation
WLB = Work-life balance
CBSS = Communication between superior and subordinate
TD = Training and development
PA = Performance appraisal
RCD = Rewards, Compensation and Dismissal
O = TeleCorp, overall, as a company

The striking difference in employees' satisfaction between males and females is observable from the mean values of their work-life balances. The mean value (1.67) indicates that female employees' are struggling to manage both job and family responsibilities whereas the mean value (3.61) shows that male workers' are highly motivated with their job in terms of work-life balance. Overall, male workers are more pleased with their works than their female counterparts. It is because, as observed in Lim (2009), unlike working women, male workers do not take much family and social responsibilities even if they do have similar workloads. It was therefore rightly said in UN (2000), "Recent age patterns indicate that women are finding ways to combine family responsibilities with market work" (p.111).

The difference of employees' age reflects the variance of job satisfaction according to the survey results. The notable factors behind the job satisfaction of employees between under-30 years and over-40 years are job autonomy, overtime, worker participation and work-life balance. Employees under 30 years of age being mostly entry level workers cannot refuse doing forced-overtime, cannot participate in decision making process. They do not enjoy autonomy in their everyday tasks and, usually, are not authorized to take any initiative on their own. In contrast, employees over 40 years of age are mostly married. They usually hold more responsibilities than their younger counterparts. According to the survey results, in terms of job autonomy, younger employees (1.57) are highly dissatisfied with their jobs whereas older employees (4.33) expressed high job satisfaction. Similar trends are observed in cases of overtime and worker participation. In contrast, in terms of work-life balance, younger employees' (3.5) appeared more pleased with their works than their old counterparts (2.8). But, overall, aged employees (4.16) seem to be highly motivated to work in their existing company in comparison to the younger employees (3.24).

Education is observed to be another factor that has significant impact on employees' job satisfaction. The significant difference in job satisfaction between higher educated- and lower educated- employees is observed in case of job autonomy. Highly educated people appeared highly satisfied with their jobs in terms of job autonomy, overtime, worker participation and communication between superior and subordinate categories. Employees with lower level of education, on

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the other hand, enjoy greater job satisfaction than highly educated employees in terms of work-life balance. Overall, more educated employees (3.89) tend to be more satisfied than employees (3.63) with less education.

There are some similarities of results with regards to age, job status, working years and marital status. The survey results highlight that younger employees who have joined recently, thus have experiences of few months or years, hold entry level position and most of them are single. On the other hand, older employees who have long work experiences naturally hold higher positions in the hierarchy. All of them have conjugal responsibilities. Employees with higher positions are observed to be highly satisfied with their jobs than those working in the entry levels with less experience.

Table 7: MANOVA

		Sum of Squares	Df	Mean Square	F	Sig
Between People		393.357	70	5.619		
Within People	Between Items	826.291	24	34.429	35.934	.000
	Residual	1609.629	1680	.958		
	Total	2435.920	1704	1.430		
Total		2829.277	1774	1.595		

Grand Mean = 3.7307

CONCLUDING COMMENTS & RECOMMENDATIONS

In the context of Bangladesh, some researchers have attempted to examine employees' cognitive behaviour in different company set-ups, eg, government, private, small and medium scale, large scale, etc. Little is however known about what extent employees are pleased with some specific factors such as job autonomy, training and development, performance appraisals, pay, working time, communication, benefits, etc. in the multinational corporations – companies which are increasingly playing a vital role in the economy of Bangladesh since mid-1990s. In light of this observation, this study has adopted a leading multinational telecommunication company, TeleCorp (anonymously named), as a case to study HR practices, and the associated levels of job satisfactions among employees.

The major outcomes of the survey indicate that job satisfaction levels of different clusters of employees' varied significantly. The TeleCorp employees, in general, have expressed their satisfaction with regard to their HRM practices. They appeared to be more satisfied with performance appraisal, training & development, rewards, compensation and dismissal than other job related factors such as job autonomy, working time, overtime, worker participation, communication between subordinates and superiors, etc. Employees are quite happy with meticulous performance appraisal at TeleCorp in view of the fact that fair and objective performance appraisals system within an organization is the key to evaluate their contribution to the company where employees receive payments, benefits and compensation based on their performance. Male employees who are of 40-60 years of age, highly educated, and working in top level have expressed high level of satisfaction with most of the HR and related factors. Although employees' satisfaction with job autonomy, working times, worker participation, communication between superiors and subordinates, overtime and some HRM activities varied in light of their personal experiences, they, in general, have appeared to be moderately satisfied with regard to communicating with their superiors, fairly satisfied with worker participation opportunities and work-life balance, and least satisfied about training and development prospects. Employees consider TeleCorp as a leading multinational company that offers competitive salary and benefit package. Although employees have articulated high dissatisfaction about their job autonomy and working time, they showed high overall satisfaction about TeleCorp as an employer in view of the fact that other companies seemingly offer relatively poor salary and incentives.

In view of the overall findings of this study, a number of recommendations are formulated and listed below in light of the standard HR policies and practices outlined in literature (section 2.0) towards improving workers' job satisfaction:

1.   All employees should be made aware of their employment rights, rules and regulations by the management so that they know to what extent they can exercise their rights while carrying out the assigned duties in their workplaces. Furthermore, employees should not be forced to do the overtime work as it may result in declining productivity in course of time.

2.   Employers need to demonstrate flexibility while setting working time of their employees so that in case of emergencies they can make themselves available to families in quickest possible time. Residence facilities can be provided to the married employees near the office premises or within the office compound so that employees with higher responsibilities can be availed in case of overtimes or in situations when they have to work till late.

3.   The management should provide adequate training, development and educational opportunities to the employees as sufficient training and development opportunities do not only help the individual develop his/her skills but also the organization as a whole with higher resulting productivity. Training and development followed by promotions on demonstrated performances may also work as a tonic of motivation to work hard.

4.   Business activities need to be decentralised so that workers have the opportunity to apply own initiatives and judgements as well as enjoy the freedom of decision making. Without developing a sense of belongingness to the company and feeling valued in their workplaces, workers cannot flourish as a highly productive element in daily business activities. It is also important to keep in mind that an employee's productivity and motivation to work do not decline due to monotony of doing the same tasks repeatedly.

5.   Communication between superiors and subordinates should be maintained with mutual respects. Employees need to have a feeling of being heard in decision making and policy implementing activities. Line managers must exhibit affirmative actions and cater to the needs of their subordinates by offering timely supports, intrinsic and/or extrinsic. It is however also important that employees show positive reactions to company's initiatives taken in light of the workers' needs.

The above recommendations can be taken into consideration by the local companies where HR policies are not much structured and/or where the existing HR policies are not practiced towards promoting employee satisfaction. Since the issues addressed in this study are not exhaustive, further research on a wider scale covering all varieties and sizes of companies operating in both private and public sectors would be required to outline a general picture of the HRM policies and practices followed by a set of prescriptive actions to develop global competence.

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EFFECT OF FAMILY CONTROL AND INTERNAL AUDITOR ON ACCRUAL ITEMS OF OPERATIONAL ACCOUNTING
(GIULI AND HIN CCONSERVATIVE MODEL)

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ABSTRACT
In this study, we deal with the effect of internal auditors and family control on operational accrual items measurements across the Tehran Stock Exchange (TSE) registered firms. The operational accrual items of the G iuli and HIn Model have been used to measure the conservatism level. In comparison with other models, including Basu's model, the above-mentioned model is more reliable. "Herfindal-Hirschman Model" has been used to measure the family control. A total of 125 corporations were selected randomly in 2011 for this study. Both regression and Pearson methods were used as the statistical methods of the study. Our findings approved the very intensive relationship between the internal auditor and the operational accrual items measurement. The impact of the family control over corporations on their conservatism level has been verified, as well; there was a positive and direct relation between the two mentioned variables. Also, the effects of firm size and financial leverage on the operational accrual items have been approved; the relation between these variables was more intense.

KEYWORDS
Conservatism, internal auditor, family control

INTRODUCTION
iuli and Hin(2000) have analyzed incomes, cash flows and accrual items alterations during a 30-year period and have discovered an increased conservatism there. According to the International Accounting Standard manifesto (SFAC No. 95), conservatism is a warily response to any type of ambiguity caused by the environmental hazards across the firm. Therefore, if there is an equal probability for estimating a sum which would be paid or received in the future, the conservatism allows estimation with lower optimism. Moreover, in the case of an unequal probability, using the pessimistic sum will not be allowed by the conservatism theory. Basu (1997) has examined the conservatism concept in the on-time reflection of accounting earnings in stocks and effect of both good and bad news and also has formulated a model for measuring. Watts (2003) has offered three overall criteria for measuring the conservatism as net assets, earnings and accrual items and earnings to stock return. He also posed four interpretations for conservatism and scrutinized them through contractual, legislative, fiscal and legal aspects.

According to the Iranian accounting standards, the financial statement providers are bound to urge caution when disclosing nature and amount of uncertainties. On Iranian accounting standards point of view, the conservatism is a degree of surveillance in which adjudication is necessary to make estimation when uncertainty is dominant, as revenues and assets should not be exaggerated and expenses or liabilities should not be understated. It will be explained that using the conservatism should not be led to recognition of the unnecessary reserves, because it violates the neutrality of the financial reporting.

Given the definition broadcasted by the organization for Economic Co-operation and Development (OECD) in 2001, the corporate governance is the structure of relations and responsibilities among a major group including stockholders, board members and managing director to promote the necessary competitive performance to achieve the initial participation objectives (judge 2010) . Some other definitions stress the legal aspect of the corporate governance, e.g. IFAC which has considered the corporate governance fundamentally a proper measure to compare various countries and it believes that rules of each country play a key role in the corporate governance system; others emphasize keeping broader groups' interests and deem corporate as responsible for any damages over the society, upcoming generation, natural resources and the environment.(Young et al ,2011 and Judge ,2010)

Hasaas Yeganeh (2009) and Hesiang et al (2010) defines the corporate governance as a set of rules, regulations, structures and processes and cultures which make us able to achieve transparency and accountability necessary for observing stockholders' rights. Some authors (wang et al (2009), mohamad et al (2010) ,mehrani et al (2009)) has used conditional and unconditional conservatism terms. The conditional conservatism includes imperative accounting standards such as application of the minimum prime cost or market price apart from their good or bad consequences, usually it is called income statements conservatism. However, the unconditional conservatism covers the financial behaviors which are not considered imperative according to the accounting standards and the book values of net assets are shown lower than the actual amount, this kind of book value is called balance sheet book value.

Accordingly, we will deal with the conducted studies in Iran and other countries with different accounting, legislative and legal conditions aiming to elicit our study hypotheses. (Hasas, 2009 and Annelies et al, 2010 and Midary, 2006 and Renders, 2010)

AN OVERVIEW ON RESEARCH BACKGROUND AND HYPOTHESIS EXTRACTION
John Manuel and Ossama (2009) have embarked on analyzing the relation between conservatism and the corporate governance. They have examined the corporate governance through either internal or external aspects and have used market and book values for conservatism. They found that there is a direct relationship between firms with stronger corporate governance and conservatism level. They also came to a conclusion that firms with stronger corporate governance use discretionary accrual items to inform investors about bad news.

Rahmani and Gholamzadeh (2009) have analyzed the relation between the public ownership in the capital market and conservatism in the financial reporting. They consider conservatism as an index to improve the quality of the financial reporting. They have examined different conservatisms across financial reporting of 40 firms before and after their enrollment in TSE. Their results showed that the conservatism of financial reporting grew pale after enrolment in TSE.

Mashayekh, Mohammadabadi and Hesarzadeh (2009) have begun to analyze the impact of the accounting conservatism on income stability and have concluded that income dividends are decreased through increasing conservatism across the Iranian firms.

Karami, Hosseini and Hassani have analyzed the relationship between corporate governance mechanisms and conservatism across the TSE registered firms. They believe firms' boards can act as the supervisor of the CEOs performance and prevents them from divulging income information and postponing losses, Basu model has been used for conservatism. Their results approve the meaningful and positive relationship between ownership percentage of the executive board members ad holding investors with conservatism and the negative relationship between nonexecutive board members and conservatism of firms.

Mohamad, et al(2010) have embarked on analyzing the relationship between the accounting conservatism, the corporate governance and effect of politic factors. They found that bad news consequences act quicker than good news; moreover, the correlation coefficients of audit committee, size of directors and independence of directors are stronger and conservatism has grown in such firms, they also found the trivial effect of the political condition on price alterations

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caused by good and bad news, there was a negative relation between them while the government ownership makes a positive effect. Finally, they concluded that there is a positive and significant effect for both political factors and corporate governance to improve the quality of income.

Kang, Cheng and James (2010) have fathomed impact of the capital structure on conservatism of accounting digits in China. They have used either Basu model or its refined version, "Ball and Shivakumar", to measure conservatism. They have found that firms whose stocks turnover are low has lower conservatism rate as well. In confirmation of their previous studies, they have discovered that there are a direct relationship between ownership concentration and asymmetry of information and hence agency expenses in firms, thus demands for conservative profits will be dropped in such firms.

Chi, Liv and Wuang (2009) have analyzed the effective factors of the conservative behavior occurrence across firms. To do so, they have studied corporate governance factor. They believed that firms which face with agency expenses problem often prefer to be conservative. Therefore, any weak corporate governance system in such firms may end to more accounting conservative behavior. They also came to the conclusion that firms whose corporate governance is weaker are more inclined to conduct accounting conservative behavior.

Relying on Giuli and Hin Model, Bani-mahd and Baghbani (2009) have measured conservatism rate across TSE registered firms. They have analyzed the effect of corporate ownership type, firm size and financial leverage/ unprofitability ratio across firms. They have found a strong relationship between unprofitability and conservatism rate of firms, so, conservatism enhances value of unprofitable firms in long term.

Given the results gained from both Iranian and foreign studies, the following hypotheses are set down:

1. There is a meaningful and positive relationship between accounting conservatism and an internal auditor in a firm
2. There is a meaningful and positive relation between accounting conservatism and family control in a firm.

METHODOLOGY

All variables and the procedure used to measure them are explained as the first step to fulfill the study and then the model used to conduct study is described considering the theoretical concepts and the results of other studies.

INTERNAL AUDITOR

According to the Iranian corporate governance law, the commercial firms must be equipped with an internal audit department which is monitored and controlled by their managing director or board of directors. The internal auditor can act and make report from all operational and financial fields of accounting. There is not any audit committee in Iran, instead the internal audit play this role in a more limited framework. Aiming to analyze hypotheses of our study, we marked firms with internal audit and without internal audit with 1 and 0, respectively.

FAMILY OWNERSHIP

Major shareholders of Iranian firms typically select the directors and minor stockholders are affectless to select either directors or managing director. It is expected that the major stockholder maintain their own interests in this issue and disregard minor and dispersed stockholders. The Iranian corporate governance law has not posed any certain controlling mechanism for this problem(Abdoli ,2011). In order to measure this variable across all questioned firms the corporate governance concentration rank is measured. The higher the index is obtained, the more concentrated stockholders will be.

Ownership concentration is the manner by which stocks are distributed across stockholders of different firms. The less the number of stockholders is, the more concentrated ownership will be. In this study, Herfindal-Hirschman Index (HHI) has been used to qualify ownership concentration ratio. The index is the sum square of stocks percent belonging to stockholders, as the index is increased, ownership concentration rate will be increased too and whenever the whole shares belong to an individual, then it will obtain the highest value, i.e. 10,000 units. If the ownership structure is dispersed and all stockholders have equal ratios, then the HHI will find the lowest value, i.e. N/10000.

$$HHI = \sum (p_i / p * 100)^2 \quad \text{(equation1)}$$

CONSERVATISM

With regard to shortages of Basu Model and other relevant models as well as the weak efficient capital market of Iran and relying on a model independent from market prices, we have decided to employ Giuli and Hin Model (2000) to measure conservative index; the conservative index is measured here as:

(equation2)

Conservative index = Total Accruals x (-1)/ Total Asset

And (equation3)

Total accruals = (Net Income – Net Operating Cash Flow) + Depreciation of Assets

The total assets are equal to book value of assets for 2011. Giuli and Hin (2000) believed, "Increased accrual items can be an index of any change in the accounting conservatism degree in long term". In other words, if accrual items are increased, then the conservatism is dropped and vice versa. Therefore, in order to specify direct of the conservatism alterations, the accrual items have been multiplied by -1 which homogenizes information across firms with different sizes; so, total accrual items have been divided by total assets.

CONTROL VARIABLE - FIRM SIZE AND LEVERAGE RATIO

Sizes of firms have been calculated using total assets logarithm, as large as book value recorded for the end of 2011. The leverage ratio has been obtained through dividing total liability by total assets of each firm.

Given the theoretical concepts of the study, relations among variables are evaluated and modeled as follows:

Total accrual *-1/total asset = α_0 + + α_1 * INT AUD +α_2 *OWN CONC +α_3 * SIZE + α_4* LEVERAGE (equation4)

Where, *Total accrual x -1/total asset* is considered as the dependent variable while *INT AUD and OWN CONC* which show internal auditor and ownership concentration rank in firms respectively are independent variables of the study and size of leverage shows leverage ratio of firms.

Now, we take on analyzing the results of the descriptive statistics of the questioned firms and the results of presumptions of the regression test are presented which will be accompanied with the results of the results testing our hypotheses.

STATISTICAL POPULATION AND SAMPLE

In order to analyze the model and to test hypotheses, the TSE registered firms have been examined. End of fiscal year of the selected firms, excluding investment and brokerage firms, should be March 20 and their financial data for 2009 to 2011 period should be available. As mentioned previously, a total of 125 firms active in different industries were selected randomly. The information is summarized in table 1.
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TABLE 1: RESULTS OF THE DESCRIPTIVE STATISTICS OF EACH VARIABLE

	Minimum	Maximum	Mean	Std. Deviation
conservatism Index	O.42	.77	.667	.092
Rank of Concentration	2395	7639	4537	1279
Internal Auditor	.00	1.00	.617	.080
Size of Corporation	7.28	16.82	12.762	2.763
Leverage Ratio	.00	.846	.594	.118

As you can see in the above table, most firms have applied the conservative behavior in their financial report and have reported high optional accrual items. 62% of firms have internal audit, their sizes are relatively equal and most of them suffer from high rates of liability and financial leverage and their average leverage ratio is 60% which is very high.

TABLE 2: RESULTS OF DURBIN-WATSON TEST

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	o.641	.520	.472	1.532

The statistic of this test is 1.532, standing 1.5 and 2.5 makes it appropriate. Therefore, it can be concluded that errors are independent from each other, so a regression model can be used to test hypotheses.

Now all results obtained for our hypotheses are analyzed statistically.

1.   There is a meaningful and positive relationship between accounting conservatism and internal audit in the firm.

This hypothesis develops the expectation that despite an internal auditor in the firm, the possibility of financial behaviors leading to development of an accounting conservative report is very rare. Results are shown in table 11.

TABLE 3.REGRESSION RESULTS OF THE FIRST HYPOTHESIS

Model	Non-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.378	.029		3.020	.000
Internal Auditor	.322	.040	.210	2.193	.047

As the table represents, Sign value is lower than alpha 5%, hence, the hypothesis is approved. In other words, there is a meaningful relationship between internal auditor and conservatism level in the firm. Beta coefficient value confirms the relation too; however, the relation type between them has been determined as positive.

2.   There is a meaningful and positive relationship between accounting and ownership concentration rank of a firm

According to the theoretical concepts, it is expected that firms whose ownership concentration rank is higher (~10000), have higher conservatism which is because of the higher monitoring possibility by the major stockholder as well as higher family control. The related results have been shown in table 4.

TABLE 4: REGRESSION RESULTS OF THE SECOND HYPOTHESIS

Model	Non-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.206	.063		2.217	.000
Rank of Concentration	.643	.054	.489	2.784	.015

This table shows that Sign value is lower than Alpha 5% level, therefore, our hypothesis is confirmed and there is a relationship between percent of the major shareholders and family control across firms and conservatism level of financial behavior of directors.

The FORWARD model has been employed to analyze control variables. The seven variables used as the corporate governance specifications to predict conservatism have been selected out of many corporate governance specifications. As normal issues some specifications (variables) may not be good predictors. Therefore, when the irrelevant variables are used in this model, the criterion error is raised without improvement of prediction. Separate application of each of two control variables including firm size and financial leverage ratio for each of the above-mentioned hypotheses changed (increased) their correlation value and this level is meaningful given the "alpha" value. R^2_s rate for firm size and financial leverage were 35% and 39%, respectively.

DISCUSSION AND CONCLUSION

According to the theoretical concepts, the results of other studies on the conservatism, the hypothesis about the effect of political behaviors and agency theory it is expected that directors of larger firms suffering from external pressures embark on taking more conservative behaviors and recognize their profits later and understate interest rates through identifying expenses and various reserves. It is the case for firms whose leverage ratio is higher.

Our findings indicated that both family control and major stockholders who assume themselves as the main owners of firms, select executive directors and do not consider interests of minor stockholders emphasize and support conservative behavior in firms. Directors can meet expectations and requirements of major stockholders on paying profits and withdrawing cash from the firms through submitting delayed reports on incomes and quicker identification of expenses, they also can postpone taxpaying. Tax issue is one of the most important effective factors of the financial behavior of the Iranian firms who consider this goal and issue in their financial reports.

Internal audit in firms has not prevented them from fulfilling conservative behavior and they have emphasized the delayed recognition of interests and have tried to recognize liabilities sooner. It can be explained by their dependency to executive director and particularly managing director of the Iranian firms. The dependency of the internal auditors is due to lack of precise definition of their position in firms and also lack of corporate governance low of Iran.

Like other studies, in this study the effect of firm size and their financial leverage ratio on conservatism of firms was positive. In other words, these components increase conservatism level imposed by the executive directors of firms. Such increasing is justified by keeping interest and escaping from surveillance of others such as financers, the government and policy makers (according to politic and agency theory).

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THE EFFECT OF INTELLECTUAL CAPITAL ON THE ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Today, Experts believe that the organizations' performance is not only evaluated by financial issues. They believe that there are other factors affecting on the financial and non-financial performance of the organizations. Researchers (including economists, accountant and organization s managers) believe that the performance of each organization is the total reflection of its intellectual capital (human capital, structural capital and customer capital). In fact, the improvement of each factor demonstrates the financial and non-financial performance of the organization. Therefore the first hypothesis is as follow: the desired condition of intellectual capitals cause to improve the effectiveness, the market place, customer satisfaction, competence and suitable operation of the organization. In this survey, data analysis was based on the descriptive and comprehensive methods and SPSS software and multiple regressions were used in order to test the hypotheses. The population included all managers and assistants of Tehran's Sepah banks. In this regard, some procedures were presented in order to use intellectual capital and to improve it efficiently.

KEYWORDS

Intellectual capital, human capital, structural capital, client capital, organizational performance.

INTRODUCTION

In order to simplify the interpretation of intellectual capital, three main categories are presented as follow: Human capital , Structural capital , Client capital. These categories are increasingly emphasized by the authors. The first one includes the knowledge of an organization s member relative to the capabilities and viewpoints. The second is referred to the non human knowledge of an organization including the data bases, organizational charts, processes and strategies. These factors increase the organizational values. The third refers to the knowledge achieved from the marketing channels and the relationship between the client and the organization (Bontis et al, 2000). In reality, intellectual capital is mainly described as an art instead of a science, and it includes the mental factors, creativity and behavioral studies (Lim et al.2004). The use of intellectual capital makes the organization capable to compete with an external resource (Bontis, 1999) without regarding the definition of this factor, some authors manage and report intellectual capital in financial notes. Much of these researches have been done without regarding their exact meanings (Bontis, 2001; Chen et al, 2004). Intellectual capital is regarded as one of the key factors used in knowledge – based economy. Intellectual capital makes the intangible and mental assets valuable. Although in past periods some factors such as machines, buildings, earth, money and materials were considered as the factors affecting on the organizations' permanence, in recent years organizations are mainly based on the creativity and innovation. It is hypothesized that knowledge – based organizations need a higher degree of innovation. Therefore, considering the performance of intellectual capital as the method of all organizational crises could be regarded as a reaction to dissatisfaction from financial prosperity rate.

LITERATURE REVIEW

DEFINITION OF INTELLECTUAL CAPITAL

In past, organizations could account the value of their production factors by use of accounting methods. But today the above mentioned methods are not used because in past the organizations had tangible assets and today, much of organizational assets are intangible (Sullivan et al, 2000).
All of these viewpoints are related to the intellectual capital (Edvinson&Malon, 1997; Bontis et al, 2000; Abdolmohamadi, 2005). Generally, it could be said that the main part of intellectual capital is human capital. In fact, they could not develop without human capital (Chen et al, 2004). Up today, most of organizations have perceived the importance of their intangible assets management and have considered the development of marks, shareholders' relationships and

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organizational culture as the main resources of their business. Economically, creativity and use of these intangible assets leads to create the organizational capability (Kannan et al, 2004). Intellectual capital is referred to the difference between the values of an organization (Seetharaman et al, 2002).

Intellectual capital includes some parts named intellectual capital, structural capital and client capital (Bontis, 2000). Intellectual capital provides a new resource by which an organization could compete with other organizations (Moshabaki, 2005). Stewart believes that intellectual capital includes knowledge, information, mental assets and experience which could be used in order to make money (Stewart, 1994b). Intellectual capital is simply referred to the difference between market value and clerical value of company's assets (Seetharaman et al, 2002).

Due to another definition, intellectual capital is referred to all processes and assets which are not reflected in balance sheet (Edvinson, 1997; Bontis et al, 2000). Some terms relative to intellectual capital include: knowledge management, learning organization, intangible assets, intangible outcomes, organizational learning, and etc. intellectual capital could be regarded as an umbrella which covers all of these words (Zahedi& LotfiZadeh, 2007)

BACKGROUND OF THE PROBLEM

Today, knowledge is more important than production factors including land, capital and machines. Economically, knowledge is a production factor and is mentioned as the main comparative factor of the organizations (Seetharaman et al, 2002). Intellectual capital is the basic power of organizational performance by which the real value of an organization is reflected (Chaharbaghi&Cripps, 2006). It is a very important factor for the knowledge – based firms because their main resources are intangible assets
 (KujanSivu&Lnnqvis, 2007). In past, organizations could account the value of their products by use of accounting methods, but today these methods are not used; because in past most of organizational assets were tangible (Shun et al,2006;Sulivan,2000).

Therefore, the main issue of this research is the effectiveness of intellectual capital in organizational performance. As mentioned above, in past authors believed that organizational performance is based on the financial and expense management. Today this procedure has missed its meaning and has proved that 80% of organizational performance is related to the correct management of intellectual capital. Some authors believe that organizations' financial success is based on the success of intellectual capital. On the other hand, there is a kind of interaction between internal parts of intellectual capital which affect positively on each other. Therefore, this survey is aimed to answer following questions:

1. Is there any positive and meaningful relationship between the parts of intellectual capital?
2. Can these parts improve the organizational performance of Sepah banks?

RESEARCH NECESSITY AND IMPORTANCE

As mentioned before, intangible assets are regarded as the main part of organizational assets and they could not be measured by use of accounting methods (Sullivan, 2000). On the one hand, organizational success is based on the ability to manage these intangible assets. Mar (2003) believes that intellectual capitals are measured to:

1- Help the organizations regulate their strategies.
2. Evaluate the enforcement of strategies
3. Help the decision making
4. Use the results of intellectual capital measurement as a base for servicing.
5. Declare these assets to the organizations' external beneficiaries

Evaluation of intellectual capital can determine the performance of the firms because knowledge is the main part of a company's value (kannan et al, 2004; Chen et al, 2004). Although we could not measure these assets, we could determine the importance of investing capital with regard to the quality of them and their effect on the organizational performance.

There are some questions mainly asked by the masters of the universities. In short, there is a little evidence relative to the measurement of real influences of intellectual capital of the firms. Therefore, the advantages of the evaluation of intellectual capital for the internal managers are as follows:

- The ability of the firm in order to achieve its goals
- The ability of the firm in order to planning and investing capital
- The opportunity to make decisions
- The evaluation of the firm's values in order to compare some factors
- The development of organizational recollection by key resources

Intellectual capital is mainly measured in order to recognize the intangible assets and develop their strategies to achieve organizational goals. The measurement of intellectual capital and knowledge management performance is the main advantage of organization. There are some advantages relative to the measurement of intellectual capital:

1. Recognition and planning of intangible assets
2. Recognition of inter organizational knowledge patterns
3. Giving the priority to the main issues of knowledge
4. Acceleration of inter organizational learning patterns
5. Recognition of the best performance of the company by use of the best business
6. Continual control of assets and finding some ways in order to increase the values
7. Understanding the way through which the knowledge makes interactive relationship
8. Understanding the social networks of the organization
9. Increasing the innovation and creativity
10. Developing cooperative activities in order to know the advantages of knowledge management
11. Self-understanding of the staffs
12. Creating performance-based culture

RESEARCH OBJECTIVES

The research is aimed to achieve the following goals:

1. Examining the relationship between the elements of intellectual capital
2. Determining the relationship between intellectual capital and the performance of Sepah bank
3. Understanding the condition of the elements of intellectual capital in sepah bank
4. Presenting various procedures in order to improve the level of intellectual capital in Sepah bank and other banks.

RESEARCH HYPOTHESES AND MEAINGFUL MODEL

Due to the meaningful model of the research, the level of intellectual capital (including human capital, structural capital and client capital) improves the level of organizational performance.

Secondary hypothesis 1: There is a meaningful and positive relationship between human capital and organizational performance of Sepah banks.
Secondary hypothesis 2: There is a meaningful and positive relationship between structural capital and the performance of Sepah banks.
Secondary hypothesis 3: There is a meaningful and positive relationship between client capital and performance of Sepah banks.

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Some authors believe that there is a meaningful relationship between the elements of human capital.

Therefore, four other secondary hypotheses could be stated relative to the main hypothesis 2.

Main hypothesis 2: There is a meaningful and positive relationship between the elements (human, structural and client) of intellectual capital.

Secondary hypothesis 4: There is a meaningful and positive relationship between human capital and client capital of Sepah banks.

Secondary hypothesis 5: There is a meaningful and positive relationship between human capital and structural capital of Sepah banks.

Secondary hypothesis 6: There is a meaningful and positive relationship between structural capital and client capital of Sepah banks.

Secondary hypothesis 7: There is a meaningful and positive relationship between human capital, structural capital and client capital in Sepah bank.

FIGURE 1: MEANINGFUL MODEL OF THE RESEARCH
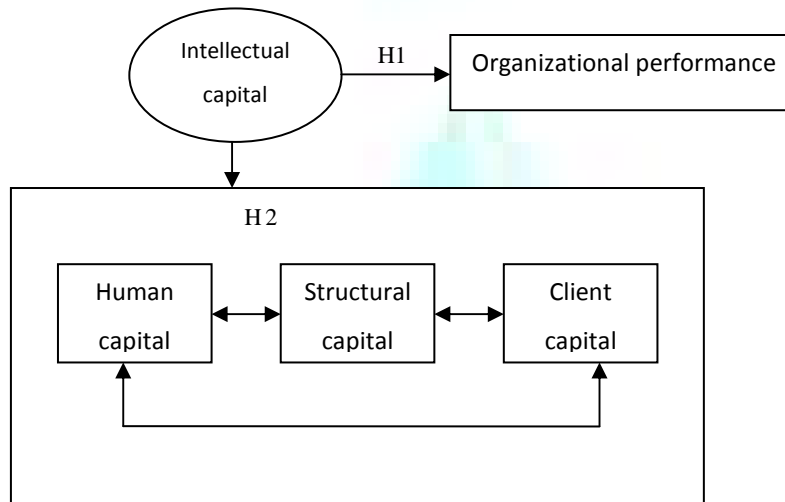
FIGURE 2: MEANINGFUL MODEL OF THE RESEARCH
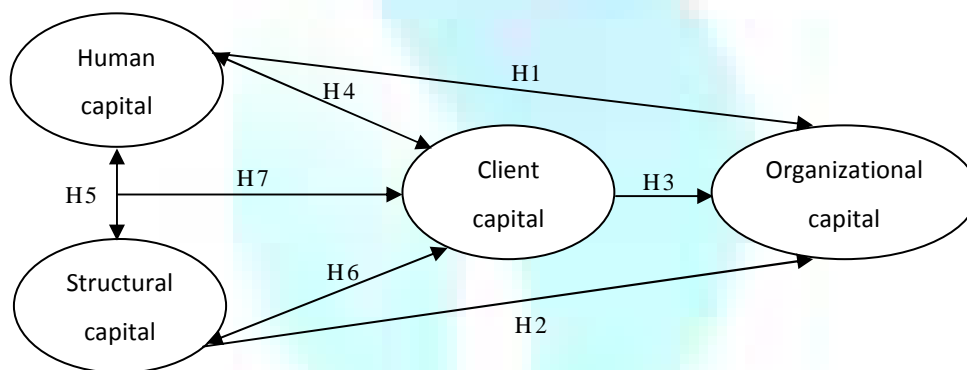
RESEARCH METHODOLOGY

This survey is theoretical and descriptive-analytic which generalizes all of the findings to the population by use of a logic sample.

The tool used in this survey is a questionnaire designed by Nick Bontis in order to evaluate the individuals' attitude to ward the intellectual capital of the organizations.

The population includes all of the managers and assistants of the Sepah banks in Tehran. Cochran formula was used in order to calculate the sample volume (221).

In this survey, the banks were randomly selected because the sample's number was clear. In added, SPSS software and multiple regressions were used in order to test the hypotheses.

DATA ANALYSIS

It could be said that data analysis is referred to the determination of demographic variables' condition. In the survey, the following variables were used to analyze demography: age, gender, education, work experience and organizational post.

AGE

The first variable of this survey is age. Due to the results, 24, 36, 88 and 84 persons were selected between ages 25 to 30, 31 to 35, 36 to 40 and 41 to 45, respectively. Also, it could be said that the average of the age ranged between 36 to 45 years.

GENDER

The sample was composed of 205 men and 56 women. It is clear that the number of the men is four fold the number of the women.

EDUCATION

Educationally, they had diploma, associate of arts, B.A and M.A degrees. Respondents were asked to determine their education levels based on the above framework. 109, 47, 101 and 4 persons had diploma, associate of arts, B.A and M.A degrees, respectively. It was clean that most of them had diploma (about 41/8 percent of the respondents).

WORK EXPERIENCE

Due to this variable, respondents were asked to make clear their work experience. 10, 20 and 43 persons had between 3 to 6, 7 to 10 and 11 to 14 years of work experience, respectively. 14 other persons had more than five years of experience. Also, most of them had 11 to 14 years of work experience (49/4%).

ORGANIZATIONAL POSITION

The last variable of the survey is organizational position. The sample was composed of 135 governors and 126 assistants of the Sepah banks in Tehran.

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DEDUCTIVE ANALYSIS OF ELEMENTS AND VARIABLES

As mentioned before, this survey is aimed to determine the relationship between the elements of intellectual capital and organizational performance of the Sepah banks in Tehran. Correlation test is a criterion used in order to determine the relationship between the two variables. Two main criterios used in the test are determination coefficient and correlation coefficient.

- Hypothesis 1: Based on the results Pearson's correlation coefficient is 0/502 (P<0.01) and it shows that there is a positive and relatively strong relationship between human capital and performance.
- Hypothesis 2: Based on the results, Pearson's correlation coefficient of the two variables is 0/691 (P<0.01) and it shows that there is a highly strong relationship between human capital and client capital.
- Hypothesis 3: Due to the results, the Pearson's correlation coefficient of the two variables is 0.720 (P<0.01) and it shows that there is a strong relationship between human capital and structural capital.
- Hypothesis 4: According to the results, the Pearson's correlation coefficient is 0.517 (P<0.01) and it shows that there is a strong relationship between structural capital and performance.
- Hypothesis 5: Due to the results, Pearson's correlation coefficient of the two variables is 0.718 (P<9.01) and it shows that there is a strong relationship between client capital and structural capital.
- Hypothesis 6: Results show that the Pearson's correlation coefficient of the two variables is 0.558 (P<0.01) and it shows that there is a highly strong relationship between client capital and performance.
- Hypothesis 7: Based on the results, the Pearson's correlation coefficient for the relationship between human capital and structural capital with the client capital is 0.759 (P<0.01). It shows that there is highly strong relationship between human capital, structural capital and client capital.
- Hypothesis 8: Results reveal that Pearson's correlation coefficient of the two variables is 0.588 (P<0.01) and there is a strong relationship between human capital and organizational performance in Sepah banks.

TABLES3: PEARSON'S CORRELATION COEFFICIENTS OF THE VARIABLES

	1	2	3	4
Structural capital	1			
Client capital	0.718	1		
Human capital	0.720	0.691	1	
Organizational performance	0.517	0.558	0.502	1

CAUSALITY TEST OF MODEL

Because there are some independent variables in the survey (the elements of intellectual capital) whose effect on the dependent variable (performance of Sepah banks) should be examined, it is necessary to use multiple regresion technique.

HUMAN CAPITAL AND ORGANIZATIONAL PERFORMANCE OF SEPAH BANKS

The coefficient of human capital in the equation is 0.297. Therefore, it could be accepted that the variable human capital affects positively on the organizational performance of Sepah banks.

STRUCTURAL CAPITAL AND ORGANIZATIONAL PERFORMANCE OF SEPAH BANKS

The coefficient of human capital is 0.339. Therefore, it could be said that the variable structural capital affects positively on the organizational performance of Sepah banks.

CLIENT CAPITAL AND ORGANIZATIONAL PERFORMANCE OF SEPAH BANKS

The coefficient of client capital is 0.508.

Therefore, it could be accepted that the variable client capital affects positively on the organizational performance of Sepah banks.

CONCLUSION

Based on the above findings the followings are correct:

Secondary hypotheses 1: Due to the results of Pearson's test, the higher human capital, the more the organizational performance is increased and vise versa. If organizational capital improves the human capital will improve too. Regarding the human capital and organizational performance as the independent and dependent variable, respectively, the results show that about 15% of the changes related to the organizational performance of Sepah banks in Tehran are belonged to the human capital variable.

Secondary Hypothesis 2: Based on the results, there is a relatively strong relationship between the two variables. i.e. by increase of structural capital, the organizational performance will be increased. On the other hand, by improvement of organizational performance, structural capital will be improved. Regarding the structural capital as the independent variable and organizational performance as the dependent variable, it is clear that about 17 percent of organizational performance changes in Sepah banks are related to the structural capital.

Secondary hypothesis 3: Due to the results of the Pearson's test, there is a relatively strong relationship between the two variables. The higher level of client capital, the more degree of organizational performance is increased. On the other hand, the client capital will be improved by the improvement of organizational performance. Regarding the client capital and organization al performance as the independent and dependent variables, respectively, it is clear that about 17 percent of the changes are related to the client capital variable.

Secondary hypothesis 4: Based on the results, it is clear that there is a higher strong and positive relationship between human capital and client capital of Sepah banks.

Secondary hypothesis 5: Due to the results, there is a strong and positive relationship between human capital and structural capital of Sepah banks.

Secondary hypothesis 6: Due to the results, there is a strong and positive relationship between structural capital and client capital of Sepah banks.

Secondary hypothesis 7: Results show that there is a strong and positive relationship between human capital, structural capital and client capital in Sepah banks.

Main hypothesis 1. The elements of intellectual capital affect positively and meaningfully on the performance of Sepah banks.

Based on the above mentioned, it is hypothesized that there is a positive and strong relationship between the intellectual capital and organizational performance. It could be said that the level of intellectual capital will be increased by the increase of organizational performance.

Meanwhile, among the mentioned elements, client capital has the highest effect. Therefore, it is hypothesized that the firm's intellectual capital is determined by the market.

Main hypothesis 2. There is a meaningful and positive relationship between the elements of intellectual capital. In added, the strongest relationship is related to the human capital and structural capital.

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TEACHER STRESS: THE SOURCES OF TEACHER STRESS AND THEIR CONSEQUENCES

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ABSTRACT

In this research paper it is tried to figure out the causes of stress in teachers who are teaching at different levels and what are the consequences that generate from the stress factors in Pakistani educational institutions? Active and passive coping strategies were used as moderators to find out their impact on the stress factors and on their consequences. The data was collected from the different schools, colleges and the universities from the different cities of Pakistan. Convenient random sampling technique was used for the data collection. Close ended questionnaires were used as measurement scale. Total sample size was 204.Multivariate analysis of covariance MANCOVA was used for the analyses. The results showed confirmation of first two hypotheses out of three. Stress factors were creating negative feelings among the teachers. Coping strategies which were used for the stress reduction and for the reduction of negative feelings were not highly effective. Active coping behavior is to some extent significant.

KEYWORDS
Stress factors/causes of stress in teachers, Feelings related with stress, Active and passive coping behavior.

INTRODUCTION

Stress is a persistent feature of existing life. The perspective of the intensification of stress is the "globalization of capital and communications, the rapid growth of information and technological developments, changed modes of economic production, economic crisis and increase moral and scientific uncertainty"(Woods *et al.,*1997,p.1).Occupational stress and stress related problems are enhancing very rapidly especially in the western societies and it is very hot area of research(Newton *et al.,*1995,Bartlett,1998).No doubt stress is the dilemma in all the professions but in teaching profession it is going up(Kyriacous&Sutcliffe,1979).The type of teachers stress was noted by Nias(1996).She mentioned in editorial introduction to a special edition of *Cambridge journal of education.* She mainly emphasized on the teachers emotion in that edition. She said that teachers most extreme and negative feelings appear when they talk about their colleagues, the structure of schooling or the effect of changing educational policies upon them. The most intensive, hostile and deeply distributing emotions described in these articles came not from the encounters with pupils or students, but with other adults, particularly colleagues, parents, school governors and inspectors. It is not clear why this shift should have occurred, or whether it simply reflects a change in research priorities. It does, however, open up a fresh area of discussion and reflection for the practitioners and academics a like (Nias, 1996).

Teachers stress is not only one country problem actually it is a cross cultural disease (Mark & Riding, 1991).Either the nations are developed or underdeveloped they are facing this problem of stress.

High attrition rate among the UAE teachers is very high due stress and that stress is related with following factors: personal factors, economic factors, teacher preparation, employment factors, and social-cultural factors (Al Kaabi, 2005).According to Indian researchers stress is caused by wrong management and school policies, poor working condition and non cooperative behavior of pupils. It is also highlighted that stress prevail both in male and female staff who is working in educational institutions (Lath, 2010).

In China a big dilemma which is faced by teachers is low salary which never fulfills their basic needs. Thus, they are facing high stress level. If there wages meet one aspect of daily life then their pay plans deprive to teachers from other necessities of life. Different issues are highlighted including daily teaching hours; quality of housing; paid holidays; travel reimbursement, and; medical insurance. If the budget allocation ratio of these facilities is calculated then it will be same across the schools. This low budget allocation ratio is main cause of stress among the teachers (MKL Q&A, 2009).

In Pakistan education sector is gigantic crisis and facing different type of major problems. These factors lead to stress for teachers and ultimately their performance is suffered. At the school, college and university level faculty size is very essential. As Mughal and Manzoor (1999) noted that in Pakistan teachers and students are available in very less numbers as compared to other third world countries teachers.

The quality of education is very low in Pakistan due to lack of competent teachers. The competent teachers don't like to sustain in Pakistan due to a lot of problems which they have to face. Salary is another main issue for stress full situation. On the performance of employees no good compensation packages are given to the teachers. Due to that they are feeling insecure in their job and they are demoralized. The living standards of the teachers are not very high due to less income. High potential people are reluctant to come in this profession. The results are that higher education commission has to higher foreign teachers at the higher salary packages instead of providing attractive salary packages to their teachers (Rao, 2003). Faculty should be involved in making the educational policies but this practice is done by the non professional people (Haider, S. Z., 2008).Academic freedom is not given to the teachers in Pakistan. Quddus (1990) studied that educational institutions are established to enhance the learning capabilities of the students so they can become beneficial part of the society and their creative abilities can enhanced more. Education system in Pakistan can be refined only when the educationists get the autonomy to make the decision regarding education policies of the country according to the needs of time. This is the right way to boost up the education system of country (Varghese, 1980). The courses and curricula are not designed in accordance with the standard of higher education and no consent is taken from the teachers. When all these stress factors are cumulated then stress is generated in the teachers.

The purpose of this study is to identify how much stress is creating problems for the teachers and how the performance is affected by the stress. Stress creates the negative emotions that ultimately lead to negative performance. The area of study is Pakistani educational institutions so that it can be identified which problems are more relevant in creating stress in teachers. In different countries work related stress problems will be different. Here the discussion is also done about the coping strategies or coping behavior that is used by teachers to reduce the stress level and increase the efficiency level of employees.

LITERATURE REVIEW

Harmful physical and emotional responses are caused by occupational stress. In general, occupational stress arises from the working conditions/environment of an organization system. Researchers on stress make it clear that, to understand the complex area of stress, especially about the area of occupational stress, is very difficult (Lath, 2010).

The 21st century gives more importance to knowledge, information and learning. Education is important source of power. Knowledge-based society is only built when educational institutions get the due importance. First-class teachers are a must in the building of best educational institution. Thus, it is important to improve teacher's work performance by reducing their stress level (Cai-feng, 2010).

According to Derogatis (1987) stress is bifurcated into different areas one is a state of psychological pressure affected by three main sources: personality factors in which constructs of time pressure, driven behavior, important roles; environmental factors in which vocational, health and domestic satisfaction are included and last is emotional responses like hostility, anxiety and depression are incorporated. Kyriacou (2001) defined in his research paper that major sources of

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teachers stress are enhanced by teaching the students who have very less motivation to learn, overload of work, uncertainties in policies, unfair evaluation and the non supportive attitude from the administration. Maslach and Jackson (1981) had identified two type of copying behavior in the case of stress. One is problem focused coping behavior in which problem is defined, substitute solutions are given to solve the problems, other is emotion focused coping behavior consist of affirmative reappraisal and comparisons as well as defensive strategies such as avoidance and minimization. Due to stress performance is impacted which is shown by negative emotions and burnout. Burnout has three components emotional exhaustion, depersonalization and lack of personal achievement. Montogmery and Rupp (2005) presented the model in which they described external and internal stressful events. In external factors administration, colleagues, general work demands and institutional environment are essential factors for defining the stress. Domestic problems are related with internal factors. Coping strategies are divided into active or passive coping strategy. In the passive approach anxiety, depression or frustration are not tackle in the proper way. Usually external stressors in teachers create the negative feelings that are ultimately measure of performance. It is identified teacher-student conflict and discipline related problems are the most commonly identified stressors(Carter,1979;Chicon & Koff 1978,1980;Feshback & cambell,1978).There are other different stressors like staff inter-personal interactions(Feshback& Cambelland,1978,Pratt,1978),working environment in which poor infrastructure, overcrowded classrooms and insufficient resources' are also included(Chicon & Koff,1978;Kyriacou & Sutcliffe,1978).Role ambiguity and perceived role conflict(Bensky *et al*,1980;Schwab & Iwaniciki,1982) are also important factors of stress that cannot be ignored. It is also found that teachers who are working in cities or in urban areas faced high stress level than to those teachers who are teaching in rural areas and their stress level is also boost up when they are teaching the student of higher classes (Pratt,1978). It is also discovered by (Hiebert& Faber, 1984) anxiety, worry, general, disturbance, insomnia, nightmares, gastrointes and cardio vascular symptoms and other physical problems are most common stress factors. Bloch(1978) examined the medical reports of 253 teachers who were facing stress were giving the response in the form of different symptoms in which fatigue, irritability, neuromuscular disorders, cardiovascular and gastrointestinal disorders, depression. So Bloch (1978) finally concluded that these teachers showed the symptoms of stress. In the above situations it is identified what are the stressful reaction but it is also too much vital what coping strategies should be used that will be more effective in that stressful condition (Hiebert & Faber, 1984). Dworkin and Telschow (1988) identified in their research paper that teachers in schools are in stressful condition. In their longitudinal study they took the sample of 291 schools at all the levels and they identified that different type of stressors are creating negative impact on the performance of teachers. They also identified that the level of reported stress and nature and the degree of victimization vary by the level of class that they taught. Stinnett (1970); Aaron, (1976) and Coates and Thoresen (1976) identified in their work what are the stressors that impact the performance. They mentioned that extra duties with teaching, lack of administrative support, the lapse of time of potential student, lack of material and inadequate infrastructure are included for creating stressful conditions. Stinnett (1970) identified that there are some school factors that are causing stress for teachers in which big class size, over crowding, noisy environment and extra assignments are included, and these factors create stress in teachers.

Dworkin, Haney and Telschow (1982) bifurcated the stressors into two categories that have greater impact on the performance of teachers. One are intrinsic factors that are related with the student discipline matters and regarding delivery of information. Intrinsic matters are related with administrative problems, conflict or miscommunication with colleagues, salary and other rewards factors are included. Kyriacou and Sutcliffe (1978) identified in their research work that the teachers who experienced stress are low performer, actually they are dissatisfied from the job and they want to quit the job. Otto (1982), Laughlin (1984) and Litt and Turk (1985) found inverse relationship between stress and job satisfaction. As the teachers are in stressful condition, they feel no convenience to carry on the job and ultimately their performance will be impacted. Joseph and Blasé (1986) conducted the qualitative analysis of sources of teacher stress and observe its impact on the performance of teachers. In that research it is identified that teachers who are facing the stress cannot sustain the positive behavior and in the result their performance is impacted. In this research paper it is identified that organizational, student, administrative and teacher related factors were relevant to teacher stress. The findings of this article are showing that work stress is strongly linked with the negative feelings in teachers. The major impact of stress is identified as stress level enhanced satisfactory goal achievement with students' difficult or impossible .The main terminology in the paper was used called performance adaptation syndrome. The main purpose of using that terminology is to find to develop teachers response to stress and the consequences for the performance. The consequences are shown in the form of negative feelings and negative behavior.

RESEARCH MODEL

This research model is based upon the above literature that identifies the causes stress factors and related feelings and the coping behaviors. On the basis of existence literature hypothesis are developed.

From this research model that is presented above it has been cleared how the stress is generated in the teachers and what are its consequences, coping strategies are also mentioned. Coping strategy are of both types that can be passive and active. By adopting these coping strategies stress can be handled in various ways.

It is found that usually stress factors are common in the teachers. Some factors have less validity in different environment and some have more. Kyriacou (2001) found the major stress factors that impact on the performance of employees. According to him lack of discipline, organizational problems, teachers' conflicts and student's tribulations create the stress. It is common that student behavior that is not supportive their absence, lack of interest, administrative problems, teachers non support attitude and their negative politics and organizational deficiencies are major sources of stress and these stress factors create the negative feelings among the teachers and these negative feelings are in the form of anxiety, low moral, depression, consider one self value less, upset ,face physical problems and uncertain about the results (Joseph& Blasé,1986)

Hypothesis1: Stress factors create the negative feelings in teachers.

The coping behavior of every individual varies. A situation that is harmful to one individual may not be stressful for other individual. Whenever there is threat to the well being of an individual then he or she responds it accordingly. If response to stress will not be flexible then that reaction will be considered as dangerous (Lath, 2010).

Lazarus and Folkman (1984) have found when the stress factors dominate in the teachers and they feel not better then the different types of coping mechanisms are opted. These coping mechanism are adopted for the reduction of stress. These coping strategies are used and they reduced the stressful condition. These strategies are further bifurcated into passive coping strategies and the active coping strategies. Active coping strategies are those in which positive actions are taken like try to remove those negative situation, trying to resolve the problems, doing exercise including deep breathing and making association with teachers to resolve the matters .In the same manner passive coping strategies/behaviors are also used for the reduction of stress these coping ways are only remembering of positive affirmative incident, ignore the realities or don't consider the realities seriously consider them as casual responsibilities.(Joseph& Blasé,1986).

Hypothesis2: Active coping strategies/behaviors are effectively used for the coping of stress factors and the removal of negative feelings.

Hypothesis3: Passive coping strategies/behaviors are used for the coping of stress factors and the removal of negative feelings.

In the figure of next page overall scenario is explicitly clear that what are the stress factors and what type of feelings are associated with stress. Active and coping behaviors/strategies are linked with both stress factors and its feelings are consequences. This overall model is based on the above literature.

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FIGURE 1: APPROACHES USE TO DEAL WITH FEELINGS (ACTIVE COPING)

Major stress factors

Feelings associated with stress

- Deep breath for relaxation
- Sharing feelings with friends and colleagues
- Association of teachers to solve the problem

- Organizational
- Student
- Occupational
- Administrative
- Teacher

- Physical problem
- Anxiety
- Anger towards other
- Depressive state
- Self blame

Major stress problem

Approaches to tackle the stress factors (Passive coping)

- Ignore the realities
- Take the responsibility causal
- Repeat positive affirmation for the relaxation

METHOD
SAMPLE
Data was collected from the different schools, colleges and universities teachers from the different cities of Pakistan. The sample size that has been selected was 240 and the response of 204 teachers received. Convenient random sampling technique was used for data collection. I selected the teachers from all the level to check the causes of stress in teachers and to find out its consequences at all the level of teachers either they belong from schools, colleges or universities because stress is the common cause of low performance in the teachers particularly in Pakistani society. In the sample high school teachers, college lecturers, assistant and associate professors and at the university level also lecturers, assistant professors and full professors were included. Private and the public both sector were integrated in the study. In the sample 59 were females and 145 were male. In the total samples 45 sample size was from schools, 92 was from colleges and 67 was from universities.

TABLE 1: DEMOGRAPHIC INFORMATION OF SAMPLE

Category	Frequency	Percentage
Gender		
Male	145	71
Female	59	29
Work Place		
School	45	22
College	92	45
University	67	33
Cities from where data collected		
Islamabad	80	39
Multan	85	42
Mirpur (Azad Kashmir)	39	19

MEASURES
A questionnaire was used for the collection of data and for the collection of all level of teachers either they belong from the school, colleges or universities. Same level of instrument was used due to problems similarities but the only difference was in the intensity of stress factors. I wanted to find out what stress factors were creating more stress in the school, college and university teachers. I took my measurement tool from the Joseph & Blasé (1986) article. In that article teacher stress inventory is elaborate in the detail. I made an amendment in the questionnaire. In that article for finding the causes of teacher stress,

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totally open ended questionnaire was used in which this was asked from the teachers about the causes of their stress and about their feelings and their coping strategies. That was totally open ended questionnaire. But I did the amendment in the questionnaire according to the need of environment. That was totally close ended questionnaire. For the measurement of stress factors I have take different constructs in which organizational factors were measured by the lack of material, class size, extra duties and travelling. Students related problems were measured through low student achievements, student absence, lack of discipline and student apathy. Occupational stress was measured through different variable in which lack of professional growth, low salary, low advancement and less facilities were included. One other factor was administrative problem that was measured by taking different types of variables in which poor evaluation, lack of support, lack of knowledge or expertise and favoritism were included. Last factor was related with the teachers problems in which conflict, incompetence, negative attitude and the lack of communication were the variable that were used for the measurement. These all were independent variables that impact on the feelings of employees and ultimately their performance is affected. Negative feelings were measured by using the different constructs in which physical problems, anxiety, anger toward other, depressive state and self blame were included. Then coping approaches used to deal with the stress factors. These approaches were related with both stress factors and the negative feelings so they were playing the role of mediators. They were active coping strategies and the passive coping strategies. In the instrument 5 point likert scale was used for the measurement of items.5 show the strongly agree/most effective, 1 show the strongly disagree/ very less effective and 3 indicate the neutral.

PROCEDURE

The data collected from the different major cities of Pakistan in which, Azad Kashmir, Multan and Islamabad were included. The questionnaires were sending to the respondents through e-mail or directly hand over to them. The questionnaires distributed in the universities, colleges and schools. Response was checked in both male and female teachers to find out the consequences of stress on them. The male respondents were more rather than female teachers. Some teachers were reluctant to give the response so from the sample size of 240 only 204 teachers gave response. Very low response was gained from the schools teachers. Convenient sampling was used for the data collection. Teachers were taken from the all the institutional level. Not only a specific category of teachers was study but all the types of teachers were included in the study either they were teaching in schools, colleges or universities. The purpose was to confine the results with the specific category of teachers but to generalize the results at all the teaching levels to find out the intensity of stress factors and to find out the probability of teachers for using the coping behavior for the reduction of stress. So for that purpose convenient sampling technique was used.

SPSS 14 was used for manipulating the data. From the use of that software I run the different test by using the general linear modeling technique.

FINDINGS

The MANCOVA is applied to find out the significance of result. Bartlett's Test of Sphericity shows the significance of the results regarding of intercepts that are shown in table 2. The results of Leven test of variance in table 2 demonstrated that there is no equality of variance in all the stress related problems. In the case of stress physical problems, anger toward others and self blame are not more enhanced .But the anxiety level is enhanced due to the stress factors at the significant level. Its variance value is .636 and in the case of depressive state level of variance is .752 which identified that as stress factors were increased anxiety and depression level going to more boost .In table 4 results are explicitly shown. In the Multivariate test which are presented in table four, identified that intercepts shows stress factors are creating negative feelings in the teachers. Here the significant level is very high. Wilks' Lambda is .754 that shows that all the stress related factors are equally imperative in creating negative changes in the teachers. In the passive coping strategies it was shown the elements like take responsibility casual which significance value of .565 that showed less impact as moderator and same is the case with ignore realities, repeat positive affirmation for the relaxation having significance level value .292 and .422 respectively. Thus, passive coping strategy/behavior has no significant impact on the stress factors and stress consequences. When the active coping behavior or strategy was observed then it was shown association of teachers and sharing problems with friends and colleagues showed the significant results having significance value of .003 In both cases and observed value of alpha is .937 and .931 respectively which was more high. But the deep breathing for the relaxation having significant value of .196 and value of alpha is .509.It is shown that deep breathing for relaxation is less effective element for the relaxation. All the stress factors are shown significant impact on the performance of teachers by creating the negative feelings. This shown in the table 4 in which class size, student absence, Extra duties, Travel, student absence, Low salary ,lack of knowledge, low professional growth, irresponsibility, conflict, negative attitude and the lack of communication are considered more stress full factors.

TABLE2 BARTLETT'S TEST OF SPHERICITY

Likelihood Ratio	.000
Approx. Chi-Square	59.747
Df	14
Sig.	.000

Bartlett's Test of Sphericity shows the significance of the results regarding of intercepts.

TABLE 3 LEVEN'S TEST OF EQUALITY OF ERROR VARIANCE

	F	df1	df2	Sig
Physical Problems	8.828	199	4	.022
Anxiety	.919	199	4	.636
Anger toward others	14.025	199	4	.009
Depressive state	.734	199	4	.752
Self blame	8.631	199	4	.023

Leven test of variance in demonstrated that there is no equality of variance among the relevant variables.

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TABLE 4: MULTIVARIATE TEST

Effect		Value	Sig	Partial Eta Squared	Observed power
Intercept	Wilks' Lambda	.754	.000	.246	.998
Ignore realities	Wilks' Lambda	.944	.292	.056	.428
Take responsibility causal	Wilks' Lambda	.964	.565	.157	.272
Association of teachers	Wilks' Lambda	.843	.003	.066	.937
Deep breathing	Wilks Lambda	.934	.196	.045	.509
Repeat positive affirmation	Wilks Lambda	.955	.422	.154	.344
Sharing with colleagues and friends	Wilks' Lambda	.846	.003	.084	.931
Present teaching level	Wilks' Lambda	.839	.040	.029	.866
Gender	Wilks' Lambda	.971	.674	.041	.223
No.of years	Wilks' Lambda	.845	.564	.066	.701
Lack of material	Wilks Lambda	.760	.071	.071	.933
Class size	Wilks' Lambda	.744	.041	.045	.957
Extra duties	Wilks' Lambda	.792	.185	.057	.881
Travel	Wilks' Lambda	.629	.000	.110	.999
Student absence	Wilks' Lambda	.680	.003	.092	.994
Low student achievements	Wilks Lambda	.814	.321	.050	.815
Student apathy	Wilks Lambda	.831	.445	.045	.756
Student discipline	Wilks' Lambda	.840	.525	.043	.723
Lack of professional	Wilks' Lambda	.801	.235	.054	.860

Multivariate test identified, intercepts shows stress factors that are creating negative feelings among the teachers.

DISCUSSION AND CONCLUSION

From the overall above findings different interpretation are revealed that shows that stress factor unquestionably create the negative feelings among the teachers. But some stress factors have more strongly influence for creating the negative feelings. Thus, first hypothesis is accepted that shows that stress create the negative feelings among the teachers who are working at the different level. When the consequences of stress are observed it is shown anxiety and depressive state are going very high in the case of high stress level. It is also observed that active coping strategy or behavior is act as better moderator as compared to passive coping behavior. Passive coping behavior or strategy has no impact on the stress factors or for the reduction of stress related feelings. Thus, second hypothesis is also accepted but reject the third null hypothesis. It means passive coping behavior has no impact on the stress reduction.

These results revealed that in Pakistan teachers are facing high stress level at all the level of teaching. As it is common issue in the different countries of the world. As in different researches it is found that mental health of teachers is not good as compared to general population and the reason of this problem is different types of stressors which are faced by them (Al Kaabi, 2005; Lath, 2010; Cai-feng,2010).

Stress related symptoms are not same in every country. Somewhere teachers are getting due importance and their related issues are less like in Japan, France; the United States. Thus, intensity of the stress varies according to urban, suburban or rural settings. Thus, this serious problem of stress is main dilemma for teaching and learning environment, which may become poison as well as educational outcomes graph will move downward. OECD countries experience high levels of occupational stress. Highly stressed teachers may feel overwhelmed by their tasks, and ignore their responsibilities. Anxiety and depression level among the teachers enhanced due to different challenges (Sector Notes, 2007). These were expected results and in line with previous researches, major stress factors are creating negative feelings among the teachers. Intensity of feelings is different. Coping with stress in education depend on the nature of the problem, but generally imply involvement of a range of actors and response levels (Sector Notes, 2007). Here in Pakistani environment it is identified that teachers prefer to opt no specific coping behavior. It is a fact when teachers are inducted in our education system they are rarely provided any training regarding new challenges. Due to lack of training they are not aware of challenges of the future and hence are unable to prepare their students to play their due role (Khan, S.M, 2008). More efforts are required to overcome the problems relating to teaching staff. Need for different coping mechanism is required. Thus, the stress level of teachers should be reduced and they perform efficiently.

This study was based on the teacher stress and its consequences. From the overall results it is proved that stress creates the negative feelings in the teachers and that negative feelings ultimately impact on their performance. It is also observed that stress in teachers is created at all the teaching levels no matter they are university, college or school teachers. In Pakistani society stress is major dilemma in the low performance. The impact of coping behaviors as moderator is no more significant. There can be different reason why coping mechanism are no more effective. This is next query for research that why teacher do not want to cope their problems by using different coping strategies.

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RETAILING IN INDIA: OPPORTUNITIES & CHALLENGES

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ABSTRACT

The retail is one of the fastest growing sectors in India over the last couple of years. Indian retail sector comprises of organized and unorganized retail sector. Traditionally the retail market in India was largely unorganized; however with changing consumer preferences, organized retail is gradually becoming popular. Unorganized retailing consists of small and medium grocery store, medicine stores, subzi mandi, kirana stores, pan shops etc. More than 90% of retailing in India fall into the unorganized sector, the organized sector is largely concentrated in big cities. Organized retail in India is expected to grow 25-30 per cent yearly and is expected to increase from Rs35, 000 crore in 2004-05 to Rs109, 000 crore ($24 billion) by 2010. Another credible factor in the prospects of the retail sector in India is the increase in the young working population and dual economies. This paper provides detailed picture about the growth of retailing industry in India. It examines the growing awareness and brand consciousness among people across different socio-economic classes in India and how the urban and semi-urban retail markets are witnessing significant growth. It explores the role of the Government of India in the industry ½s growth and the need for further reforms. In India the vast middle class and its almost untapped retail industry are the key attractive forces for global retail giants wanting to enter into newer markets, which in turn will help the India Retail Industry to grow faster. The paper also includes strategies, strength and opportunities of retail stores, retail format in India, recent trends, and opportunities and challenges, entrance of global players and challenges before Indian retailers in the near future.

KEYWORDS
Retailing, Marketing.

INTRODUCTION

The Indian Retail Industry is the largest among all the industries, accounting for over 10 per cent of the country is ½s GDP and around 8 per cent of the employment. The Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. But all of them have not yet tasted success because of the heavy initial investments that are required to break even with other companies and compete with them. The India Retail Industry is gradually inching its way towards becoming the next boom industry.

The total concept and idea of shopping has undergone an attention drawing change in terms of format and consumer buying behavior, ushering in a revolution in shopping in India. Modern retailing has entered into the Retail market in India as is observed in the form of bustling shopping centers, multi-storied malls and the huge complexes that offer shopping, entertainment and food all under one roof.

A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing workingwomen population and emerging opportunities in the services sector are going to be the key factors in the growth of the organized Retail sector in India. The growth pattern in organized retailing and in the consumption made by the Indian population will follow a rising graph helping the newer businessmen to enter the India Retail Industry.

In India the vast middle class and its almost untapped retail industry are the key attractive forces for global retail giants wanting to enter into newer markets, which in turn will help the India Retail Industry to grow faster. Indian retail is expected to grow 25 per cent annually. Modern retail in India could be worth US$ 175-200 billion by 2016. The Food Retail Industry in India dominates the shopping basket. The Mobile phone Retail Industry in India is already a US$ 16.7 billion business, growing at over 20 per cent per year. The future of the India Retail Industry looks promising with the growing of the market, with the government policies becoming more favorable and the emerging technologies facilitating operations.

GROWTH OF INDIAN RETAIL INDUSTRY

According to the 8th Annual Global Retail Development Index (GRDI) of AT Kearney, India retail industry is the most promising emerging market for investment. In 2007, the retail trade in India had a share of 8-10% in the GDP (Gross Domestic Product) of the country. In 2009, it rose to 12%. It is also expected to reach 22% by 2010.

According to a report by Northbride Capita, the India retail industry is expected to grow to US$ 700 billion by 2010. By the same time, the organized sector will be 20% of the total market share. It can be mentioned here that, the share of organized sector in 2007 was 7.5% of the total retail market. Retail and real estate are the two booming sectors of India in the present times. And if industry experts are to be believed, the prospects of both the sectors are mutually dependent on each other. Retail, one of India ½s largest industries, has presently emerged as one of the most dynamic and fast paced industries of our times with several players entering the market. Accounting for over 10 per cent of the countryï¿½s GDP and around eight per cent of the employment retailing in India is gradually inching its way toward becoming the next boom industry.

SLOWDOWN HIT INDIAN RETAIL SECTOR CAN WITNESS GROWTH IN 2011

After going through a downturn, the Indian retail sector is likely to show positive results this year with several firms witnessing buoyant sales, improved capital management and stable margins, according to ratings agency Fitch. "Retailers in the country are likely to benefit from buoyant sales, improved working capital management and stable margins," Fitch India said in its report '2011 Outlook: Indian Retail'. The retail sector had suffered massively during the 2008-09 downturn with many firms closing stores and holding back on expansion.

The report said the total debt is expected to increase in most cases to fund growing capex requirements as companies focus on cementing their market share and retail footprint. "However, debt levels are likely to be supported by higher operating profits and consequently leverage levels should remain stable and are likely to improve," it said. The agency also said it expects liquidity to remain comfortable, led by efficient working capital management

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MAJOR RETAILERS IN INDIA

PANTALOON

Pantaloon is one of the biggest retailers in India with more than 450 stores across the country. Headquartered in Mumbai, it has more than 5 million sq. ft retail space located across the country. It's growing at an enviable pace and is expected to reach 30 million sq. ft by the year 2010. In 2001, Pantaloon launched country's first hypermarket 'Big Bazaar'. It has the following retail segments:

- Food & Grocery: Big Bazaar, Food Bazaar
- Home Solutions: Hometown, Furniture Bazaar, Collection-i
- Consumer Electronics: e-zone
- Shoes: Shoe Factory
- Books, Music & Gifts: Depot
- Health & Beauty Care: Star, Sitara
- E-tailing: Futurebazaar.com
- Entertainment: Bowling Co.

TATA GROUP

Tata group is another major player in Indian retail industry with its subsidiary Trent, which operates Westside and Star India Bazaar. Established in 1998, it also acquired the largest book and music retailer in India 'Landmark' in 2005. Trent owns over 4 lakh sq. ft retail space across the country.

RPG GROUP

RPG Group is one of the earlier entrants in the Indian retail market, when it came into food & grocery retailing in 1996 with its retail Food world stores. Later it also opened the pharmacy and beauty care outlets 'Health & Glow'.

RELIANCE

Reliance is one of the biggest players in Indian retail industry. More than 300 Reliance Fresh stores and Reliance Mart are quite popular in the Indian retail market. It's expecting its sales to reach Rs. 90,000 crores by 2010.

AV BIRLA GROUP

AV Birla Group has a strong presence in Indian apparel retailing. The brands like Louis Phillipe, Allen Solly, Van Heusen, Peter England are quite popular. It's also investing in other segments of retail. It will invest Rs. 8000-9000 crores by 2010.

RETAIL FORMATS IN INDIA

Hypermarts/supermarkets: large self-servicing outlets offering products from a variety of categories.

- Mom-and-pop stores: they are family owned business catering to small sections; they are individually handled retail outlets and have a personal touch.
- Departmental stores: are general retail merchandisers offering quality products and services.
- Convenience stores: are located in residential areas with slightly higher prices goods due to the convenience offered.
- Shopping malls: the biggest form of retail in India, malls offers customers a mix of all types of products and services including entertainment and food under a single roof.
- E-trailers: are retailers providing online buying and selling of products and services.
- Discount stores: these are factory outlets that give discount on the MRP.
- Vending: it is a relatively new entry, in the retail sector. Here beverages, snacks and other small items can be bought via vending machine.
- Category killers: small specialty stores that offer a variety of categories. They are known as category killers as they focus on specific categories, such as electronics and sporting goods. This is also known as Multi Brand Outlets or MBO's.
- Specialty stores: are retail chains dealing in specific categories and provide deep assortment. Mumbai's Crossword Book Store and RPG's Music World are a couple of examples.

OPPORTUNITIES & CHALLENGES

Retailing has seen such a transformation over the past decade that its very definition has undergone a sea change. No longer can a manufacturer rely on sales to take place by ensuring mere availability of his product. Today, retailing is about so much more than mere merchandising. It is ½ about casting customers in a story, reflecting their desires and aspirations, and forging long-lasting relationships. As the Indian consumer evolves they expect more and more at each and every time when they steps into a store. Retail today has changed from selling a product or a service to selling a hope, an aspiration and above all an experience that a consumer would like to repeat.

Modern retailing is all about directly having "first hand experience" with customers, giving them such a satiable experience that they would like to enjoy again and again. Providing great experience to customers can easily be said than done. Thus challenges like retail differentiation, merchandising mix, supply chain management and competition from supplier's brands are the talk of the day. In India, as we are moving to the next phase of retail development, each endeavor to offer experiential shopping. One of the key observations by customers is that it is very difficult to find the uniqueness of retail stores. The problem: **retail differentiation.**

For manufacturers and service providers the emerging opportunities in urban markets seem to lie in capturing and delivering better value to the customers through retail. For instance, in Chennai CavinKareï¿½s Limelight, Mari coin ½s Kaya Skin Clinic and Apollo Hospitals ½s Apollo Pharmacies are examples, to name a few, where manufacturers and service providers combine their own manufactured products and services with those of others to generate value hitherto unknown. The last mile connect seems to be increasingly lively and experiential. Also, manufacturers and service providers face an exploding rural market yet only marginally tapped due to difficulties in rural retailing. Only innovative concepts and models may survive the test of time and investments. However, manufacturers and service providers will also increasingly face a host of specialist retailers, who are characterized by use of modern management techniques, backed with seemingly unlimited financial resources. Organized retail appears inevitable.

Retailing in India is currently estimated to be a US$ 200 billion industry, of which organized retailing makes up a paltry 3 percent or US$ 6.4 billion. By 2010, organized retail is projected to reach US$ 23 billion. For retail industry in India, things have never looked better and brighter. Challenges to the manufacturers and service providers would abound when market power shifts to organized retail. **Retailing in India is gradually** inching its way toward becoming the next boom industry. The whole concept of shopping has altered in terms of format and consumer buying behavior, ushering in a revolution in shopping in India. Modern retail has entered India as seen in sprawling shopping centers, multi-storied malls and huge complexes offer shopping, entertainment and food all under one roof. The Indian retailing sector is at an inflexion point where the growth of organized retailing and growth in the consumption by the Indian population is going to take a higher growth trajectory. The Indian population is witnessing a significant change in its demographics. A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing workingwomen population and emerging opportunities in the services sector are going to be the key growth drivers of the organized retail sector in India. The retailing configuration in India is fast developing as shopping malls are increasingly becoming familiar in large cities. When it comes to development of retail space specially the malls, the Tier II cities are no longer behind in the race. If development plans till 2007 is studied it shows the projection of 220 shopping malls, with 139 malls in metros and the remaining 81 in the Tier II cities. The government of states like Delhi and National Capital Region (NCR) are very upbeat about permitting the use of land for commercial development thus increasing the availability of land for retail space; thus making NCR render to 50% of the malls in India.

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KEY CHALLENGES

- The tax structure in India favors small retail business
- Lack of adequate infrastructure facilities
- High cost of real estate
- Dissimilarity in consumer groups
- Restrictions in Foreign Direct Investment
- Shortage of retail study options
- Shortage of trained manpower
- Low retail management skill
- Even though India has well over 5 million retail outlets of different sizes and styles, it still has a long way to go before it can truly have a retail industry at par with International standards. This is where Indian companies and International brands have a huge role to play.
- Indian retailing is still dominated by the unorganized sector and there is still a lack of efficient supply chain management. India must concentrate on improving the supply chain management, which in turn would bring down inventory cost, which can then be passed on to the consumer in the form of low pricing.
- Most of the retail outlets in India have outlets that are less than 500 square feet in area. This is very small by International Standards.
- India's huge size and socio economic and cultural diversity means there is no established model or consumption pattern throughout the country. Manufacturers and retailers will have to devise strategies for different sectors and segments which by it would be challenging.
- The drawbacks provide a huge opportunity for the retail industry. The entry of foreign majors like Benetton, Dairy Farm and Levis underline the opportunity for the industry in India.

The industry is facing a shortage of middle management level professionals. Major retailers are hiring aggressively from the similar and smaller organizations by offering better packages. They are creating various levels of management and hiring on a spree. Some of the areas such as technology, supply chain, distribution, logistics, marketing, product development and research are becoming very critical for the success of the organizations. All of these would lead to the recruitment of highly professional people who specialize in these fields. There is also a trend for hiring hotel management graduates, though now many retail schools are coming up, and Pantaloon has set up links with major business schools from where it would be selecting the right candidates.

The sector is likely to produce 2 million jobs in the coming 3 years. There also exists a possibility that the retail sector would become a poaching ground once a number of domestic and international players enter the industry.

SUPPLY CHAIN MANAGEMENT

The retail scenario is characterized by logistical challenges, constant changes in consumer preferences and evolution of new retail formats. All this increases the challenges faced by the industry. Various strategies are to be implemented to improve core business processes, such as logistics, innovation, transparency, distribution and inventory, management of point sale (POS) data. Retail majors are under serious pressure to improve their supply chain systems and distribution channels and reach the levels of quality and service desired by the consumers.

POOR SUPPLY CHAIN MANAGEMENT AND WEAK SUPPORT INFRASTRUCTURE

• Poor infrastructure Underdeveloped supply chains, lack of strong cold chains, poor warehousing facilities, bad roads, etc. have been contributing to increased logistic costs for the retailers. Globally, the Logistics cost component to the total retail price is around 5 percent, while in India it is as high as 10 percent.

• Absence of a mature Third Party Logistics (3PL) industry Poor Infrastructure (roads, communication and power) makes logistics and Transportation in India extremely difficult. Further, internal operations of Retailers, such as warehouse processes and distribution, are usually fairly ad hoc and inefficient. Retailers are keen to outsource theirLogistics to 3PL. But there is an absence of a mature 3PL player providing high service levels at competitive prices.

• Fragmented supply base the supply base is highly fragmented with a Large number of intermediaries squeezing the margins of all involved, Which also includes the retailer? This not only has an adverse affect on The margins but also results in cases of mishandling, theft and Increased instances of shrinkage.

FRAUDS IN RETAIL

It is one of the primary challenges the companies would have to face. Frauds, including vendor frauds, thefts, shoplifting and inaccuracy in supervision and administration are the challenges that are difficult to handle. This is so even after the use of security techniques, such as CCTVs and POS systems. As the size of the sector would increase, this would increase the number of thefts, frauds and discrepancies in the system.

CHALLENGES WITH INFRASTRUCTURE AND LOGISTICS

The lack of proper infrastructure and distribution channels in the country results in inefficient processes. This is a major hindrance for retailers as a non-efficient distribution channel is very difficult to handle and can result in huge losses. Infrastructure does not have a strong base in India. Urbanization and globalization are compelling companies to develop infrastructure facilities. Transportation, including railway systems, has to be more efficient. Highways have to meet global standards. Airport capacities and power supply have to be enhanced. Warehouse facilities and timely distribution are other areas of challenge. To fully utilize India's potential in retail sector, these major obstacles have to be removed.

FUTURE OF RETAILING IN INDIA

The retail industry in India is currently growing at a great pace and is expected to go up to US$ 833 billion by the year 2013. It is further expected to reach US$ 1.3 trillion by the year 2018 at a CAGR of 10%. As the country has got a high growth rates, the consumer spending has also gone up and is also expected to go up further in the future. In the last four year, the consumer spending in India climbed up to 75%. As a result, the India retail industry is expected to grow further in the future days. By the year 2013, the organized sector is also expected to grow at a CAGR of 40%.

Industry experts predict that the next phase of growth in the retail sector will emerge from the rural markets. By 2012 the rural retail market is projected to have a total of more than 50 per cent market share. The total number of shopping malls is expected to expand at a compound annual growth rate of over 18.9 per cent by 2015. According to market research report by RNCOS the Indian organized retail market is estimated to reach US$ 50 billion by 2011.

FUTURE TRENDS

- Lifestyle International, a division of Landmark Group, plans to have more than 50 stores across India by 2012–13.
- Shoppers Stop has plans to invest Rs250 crore to open 15 new supermarkets in the coming three years.
- Pantaloon Retail India (PRIL) plans to invest US$ 77.88 million this fiscal to add up to existing 2.4 million sq ft retail space. PRIL intends to set up 155 Big Bazaar stores by 2014, raising its total network to 275 stores.
- Timex India will open another 52 stores by March 2011 at an investment of US$ 1.3 million taking its total store count to 120. In the first six months of the current fiscal ending September 30, 2009, the company has recorded a net profit of US$ 1.2 million.
- Australia's Retail Food Group is planning to enter the Indian market in 2010. It has plans to clock US$ 87 million revenue

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CONCLUSION

The retail sector has played a phenomenal role throughout the world in increasing productivity of consumer goods and services. It is also the second largest industry in US in terms of numbers of employees and establishments. There is no denying the fact that most of the developed economies are very much relying on their retail sector as a locomotive of growth. The India Retail Industry is the largest among all the industries, accounting for over 10 per cent of the countryï¿½s GDP and around 8 per cent of the employment. The Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. But all of them have not yet tasted success because of the heavy initial investments that are required to break even with other companies and compete with them. The India Retail Industry is gradually inching its way towards becoming the next boom industry.

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GROWTH AND SUSTAINABILITY OF INDIAN BANKING SECTOR

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ABSTRACT

A well- functioning financial market is a key to sustained economic growth. Number of the steps has been taking by emerging economies from last 10 years, for strengthen their domestic financial systems including various segments of the financial market. Financial markets also facilitate effective implementation of monetary policy by serving as a link in the transmission mechanism between monetary policy and the real economy. In India, although financial markets have existed for a long time, they remained relatively underdeveloped viz-a-viz some emerging market economies for a variety of reasons. Concerted efforts to develop the financial markets towards global standards began in the early 1990s as a part of broader financial sector reforms. In the Financial market Banks plays a paramount role in the growth of the economic. Due to Globalization, liberalization and Privatization the Indian Banking industry has undergone tremendous changes to enforce the financial stability in the economy.

KEYWORDS
Banking, Economic growth, Market.

INTRODUCTION
It is rightly said that "Banking is the lifeblood of any economy" which shows that economic recovery cannot be possible without a corresponding effect on the banking sector.

Due to technological advancement, Liberalization and volatile stock market an unprecedented competitive environment for the organization have been created across the world. Now the corporate has to look the number of factors for their survival. It is challenging for the managers to create value that would increase the   wealth of the shareholder on continuous basis. India has a well developed banking system which is the life blood of the Indian economy. The growth of the economy depends upon the investments opportunities and there is need of capital for that purpose. The Indian banks inculcate the habit of savings in Indians, which resulted in capital formation for those industries which needs finance for setting up their ventures.

The Indian Banking Sector has witnessed phenomenal growth over the last few decades, especially after the nationalization of the Indian Banks in 1969.The phenomenal growth in Indian Banking sector has been seen during last 25 years.

THE INDIAN BANKING SYSTEM AND ECONOMIC REFORMS
The Public sector bank, Private Banks and foreign Banks are categorized as commercial banks based on ownership in India. Together they fall under the Reserve Bank of India (RBI) classification of scheduled Commercial Banks (SCBs).The public sector banks, which prior to reforms were wholly state owned2, are comprised of nationalized banks and the State Bank of India and its Associates. Majority equity holding in the former is with the Government of India while the RBI holds majority equity in the latter. Private sector banks are comprised of the old private banks and the new private banks3. PSBs dominate the Indian Banking System accounting for over 70% of the assets of the SCBs in India (Report on Trends and Progress of Banking in India, 2005).

The financial system in India in the first decade following independence in 1947 was a liberal. However, the first of two waves of nationalization occurred in 1969, and heralded a new system of tight regulatory control. The primary features of this system were high reserve ratios and an administered interest rate regime in which regulations dictated deposit and lending rates.

The Public sector banks began to lead the Indian Banking system, due to the above mentioned policies, This was happened because Public sector banks accounted for 90.8% of aggregate deposits of SCBs prior to the liberalization in 1991.Before LPG the banks performance was not up to mark .There was low profitability and high level of Non-performing assets, low capital base and high level of inefficiency (Arun & Turner ,2002)

There is urged need of improving the performance of the banks for the growth and sustainability of the economy. The economic reforms in 1991 help the banks to improve their strength, profitability, and inefficiency. The recommendations of the Committee on Financial System and the Committee on Banking Sector Reforms (Narasimham Committees I and II) formed the foundations of the economic reforms undertaken. Policy changes introduced as part of the reforms package included relaxed entry restrictions for foreign banks and a gradual reduction in equity holding of the State in PSBs.

MAJOR REFORM INITIATIVES
The major reforms initiatives taken by RBI in the last decade have changed the face of the Indian banking and financial sector are:

• Interest rate deregulation. Interest rates on deposits and lending have been deregulated with banks enjoying greater freedom to determine their rates.

• Adoption of prudential norms in terms of capital adequacy, asset classification, income recognition, provisioning, and exposure limits, investment fluctuation reserve, etc.

• Reduction in pre-emptions – lowering of reserve requirements (SLR and CRR), thus releasing more lendable resources which banks can deploy profitably.

• Government equity in banks has been reduced and strong banks have been allowed to access the capital market for raising additional capital.

• Banks now enjoy greater operational freedom in terms of opening and swapping of branches, and banks with a good track record of profitability have greater flexibility in recruitment.

• New private sector banks have been set up and foreign banks permitted to expand their operations in India including through subsidiaries. Banks have also been allowed to set up Offshore Banking Units in Special Economic Zones.

• New areas have been opened up for bank financing: insurance, credit cards, infrastructure financing, leasing, gold banking, besides of course investment banking, asset management, factoring, etc.

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• New instruments have been introduced for greater flexibility and better risk management: e.g. interest rate swaps, forward rate agreements, cross currency forward contracts, forward cover to hedge inflows under foreign direct investment, liquidity adjustment facility for meeting day-to-day liquidity mismatch.

• Several new institutions have been set up including the National Securities Depositories Ltd., Central Depositories Services Ltd., Clearing Corporation of India Ltd., Credit Information Bureau India Ltd.

• Limits for investment in overseas markets by banks, mutual funds and corporate have been liberalized. The overseas investment limit for corporate has been raised to 100% of net worth and the ceiling of $100 million on prepayment of external commercial borrowings has been removed. MFs and corporate can now undertake FRAs with banks. Indians allowed maintaining resident foreign currency (domestic) accounts. Full convertibility for deposit schemes of NRIs introduced.

• Universal Banking has been introduced. With banks permitted to diversify into long-term finance and DFIs into working capital, guidelines have been put in place for the evolution of universal banks in an orderly fashion.

• Technology infrastructure for the payments and settlement system in the country has been strengthened with electronic funds transfer, Centralized Funds Management System, Structured Financial Messaging Solution, Negotiated Dealing System and move towards Real Time Gross Settlement.

• Adoption of global standards. Prudential norms for capital adequacy, asset classification, income recognition and provisioning are now close to global standards. RBI has introduced Risk Based Supervision of banks (against the traditional transaction based approach). Best international practices in accounting systems, corporate governance, payment and settlement systems, etc. are being adopted.

• Credit delivery mechanism has been reinforced to increase the flow of credit to priority sectors through focus on micro credit and Self Help Groups. The definition of priority sector has been widened to include food processing and cold storage, software upto Rs 1 crore, housing above Rs 10 lakh,selected lending through NBFCs, etc.

• RBI guidelines have been issued for putting in place risk management systems in banks. Risk Management Committees in banks address credit risk, market risk and operational risk. Banks have specialized committees to measure and monitor various risks and have been upgrading their risk management skills and systems.

• Wide ranging reforms have been carried out in the area of capital markets. Fresh investment in CPs, CDs are allowed only in dematerialized form. SEBI has reduced the settlement cycle from T+3 to T+2 from April 1, 2003 i.e. settlement of stock deals will be completed in two trading days after the trade is executed, taking the Indian stock trading system ahead of some of the developed equity markets. Stock exchanges will set up trade guarantee funds. Retail trading in Government securities has been introduced on NSE and BSE from January 16, 2003. A Serious Frauds Office is proposed to be set up.Fungibility of ADRs and GDRs allowed.

PERFORMANCE OF BANKS

Due to the Liberalization, Globalization and Privatization there is incredible performance has been seen in the Banking sector. Moreover The Central Bank of India i.e. Reserve bank of India brought numbers of reforms in the Banking Industry which helps them to improve their efficiency, Profitability and strength. Performance of Banks in term of different ratios for 2008-09 is elaborated below

PUBLIC SECTOR BANKS						
BANK	CAR (%) 2008-09	D/E (TIMES) 2008-09	ADV/AST (%) 2008-09	NNAs/TA(%) 2008-09	RONW(%) 2008-09	PAT GRH (%) 2008-09
Andhra Bank	13.20	0.90	64.40	0.12	18.91	13.34
Allahabad Bank	13.11	0.77	60.21	0.43	18.63	-21.15
Bank Of India	13.21	1.33	63.25	0.28	24.97	49.67
Bank of Baroda	14.05	0.99	63.32	0.20	18.63	55.75
Canara Bank	14.10	1.39	62.93	0.69	18.25	32.46
Corporation Bank	13.66	0.93	55.81	0.16	17.58	32.54
Dena Bank	12.07	0.59	59.59	0.65	16.62	76.56
Indian Bank	13.98	0.14	61.18	0.11	14.58	59.78
Indian Overseas Bank	12.70	1.10	61.85	0.83	20.93	4.71
IDBI Bank	11.57	5.97	59.94		9.27	20.67
Punjab National Bank	14.03	0.95	62.65	0.11	23.52	54.96
State Bank of Travancore	14.03	1.13	65.73	0.38	25.64	34.42
State Bank of Bikaner and Jaipur	14.52	1.19	64.24	0.54	18.94	15.31
State Bank Of Indore	13.46	1.32	65.34	0.58	16.95	16.27
State Bank of Patiala	11.43	0.99	62.63	0.38	18.20	31.66
State Bank of India	12.97	1.45	56.22	0.99		
State Bank Of Mysore	13.38	2.29	63.27	0.32	16.50	-2.11
United Bank	13.28	0.76	57.05	0.20	4.40	123.77
UBI	13.27	1.24	59.83	0.85	21.24	28.62
Vijaya Bank	13.08	0.81	56.86	0.47	7.40	-34.69

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PRIVATE SECTOR BANKS

BANK	CAR (%) 2008-09 RANK	D/E (TIMES) 2008-09 RANK	ADV/AST (%) 2008-09 RANK	NNAs/TA(%) 2008-09	RONW (%) 2008-09	PAT GRH (%) 2008-09
Axis Bank	13.69 9	1.52 11	55.20 10	0.22	17.78	62.12
Bank of Rajasthan	11.50 14	0.46 8	45.14 15	0.33	11.88	11.91
City Union	12.49 12	0.00 1	61.02 2	0.66	19.89	20.04
Dhanalaxmi	15.38 5	0.20 3	56.64 9	0.50	19.19	76.32
Development Corporation Bank	13.30 11	0.83 10	54.96 11	0.20	-15.49	
Federal Bank	20.14 1	0.28 5	57.45 7	0.17	8.90	38.05
HDFC Bank	15.10 6	0.65 9	53.93 13	0.34	17.14	40.97
ICICI Bank	15.92 4	1.86 13	57.47 6	1.20	6.97	-15.91
INDUSIND Bank	12.33 13	1.97 14	56.99 8	0.65	9.96	349.07
Karnataka Bank	13.54 10	0.23 4	51.61 14	0.51	18.10	10.34
Karur Vyasa Bank	14.12 8	0.02 2	61.02 2	0.15	18.28	14.75
Kotak Mahindra Bank	20.01 2	1.72 12	57.90 5	1.38	6.73	-13.80
Lakshmi Vilas	10.29 15	0.31 6	63.03 1	0.78	10.94	218.29
SIB	14.76 7	0.32 7	58.15 4	0.66	16.30	36.98
Yes bank	16.60 3	2.17 15	54.16 12	0.18	20.52	51.16

CONCLUSION

Since Liberalization the face of Indian Banking sector is changing rapidly. No doubt the competition is going to tough and with financial liberalization the Indian banks claim benchmark against themselves against the best in the world. The performance of Public banks and private banks already discussed in the terms of ratios for 2008-09 which shows that banks are performing better as compared to the previous years. For achieving the Sustainable growth, banks need to go beyond peripheral issues and tackle significant issues like improvements in profitability, efficiency and technology

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A STUDY ON LOCUS OF CONTROL OF EMPLOYEES IN TEXTILE COMPANIES AT SALEM DISTRICT, TAMILNADU

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ABSTRACT

Locus of control is a tern in psychology which refers to a person's belief about what causes the good or bad results in his other life, either in general or in a specific area such as health or academics. It refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events results primarily from their own behavior and actions. Those with a high external locus of control believe that powerful others, fate, or change primarily determine events. It is only attitude or way of approach of employees towards a job which determines the job satisfaction and improves the job performance. Keeping in view the employees perception of locus of control in their life and work this study has been undertaken. Primary data collected from the respondents by using a well structured questionnaire. The secondary data is collected from the company Profiles, Magazines, Journals and Publications. Simple random sampling is used for this study. Samples have been drawn in such a way that every employee has an equal chance of being included for investigation. A sample of 250 respondents used for data collection. The analysis have been done with the help of statistical tools, those are percentage analysis and chi-square test. Finally, this research provides a reasonable suggestion and recommendation towards the company to improve their internal locus of control of employees which will be helpful for the better performance of the organization.

KEYWORDS
Locus of Control, General Locus of Control, Work Locus of Control, Communication Locus of Control and Job Satisfaction.

INTRODUCTION

There are specific personality attributes that have been found to be powerful predictors of behavior in organizations namely, Locus of control, Machiavellianism, Self-esteem, self- monitoring, Propensity for risk taking and Type A personality. Behavior of employees in an organization plays a vital role in their job performance. Here is detailed study on locus of control which is related to where one perceives the locus of control in one's life. "Locus of control is the degree to which people believe they are the masters of their own fate". Some people believe that they are masters of their own fate. Other people see themselves as pawns of fate, believing that what happens to them on their lives is due to luck or they control their destinies and what happens them, have been labeled internals, whereas the latter, who see their lives and believe that what happens to them is being controlled by outside forces such as luck or chance have been called externals. A person's perception of the source of his or her fare is termed locus of control. A large amount of research comprising internals with externals has consistently shown that individuals who rate high in externality are less satisfied with their jobs, have higher absenteeism rates, are more alienated from the work setting, and less involved on their jobs than are individuals. If we are to look for the question why are externals more dissatisfied? The answer is probably because they perceive themselves as having little control over those organizational outcomes that are important to them. Internals, facing the same situation, attribute organizational out to their own actions. If the situation is unattractive, they believe that they have no one else to blame but themselves. Also the dissatisfied internal is more likely to quit a dissatisfying job. The impact of locus of control on absence is an interesting one. Internal believe that health is substantially under their own control through proper habits, so they take more responsibility for their health and have better health habits, consequently, their incidences of sickness and, hence, of absenteeism, are lower. We should not expect any clear relationship between locus of control and turnover, because there are opposing forces at work. "On the one hand, internals tend to take action and thus might be expected to quit jobs more readily. On the other hand they tend to be more successful on the job and more satisfied, factors associated with less individual turnover". The overall evidence indicates that internals generally perform better on their jobs, but that conclusion should be moderated to reflect differences in jobs. Internals search more actively for information before making a decision, are more motivated to achieve, and make a greater attempt to control their environment. Therefore, internals do well in sophisticated tasks-which include most managerial and professional jobs-that require complex information processing and independence of action. In contrast, externals should do well on jobs that are well structured and routine and in which success depends heavily on complying with the direction of others. A large amount of research has consistently shown the following characteristics of internals and externals.

INTERNAL LOCUS CONTROL

- A person with a strong internal locus of control has more control over his own behavior. He believes that he controls events concerning his own life and his internal traits determine what happen on a given situation. He believes that he is the master of his own destiny.
- These people are more active in seeking more information to make decisions. They are better at retaining the information and are less satisfied with the amount of information they possess.
- Internals are more active socially.
- Internals prefer skill achievement outcomes.

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- Internals are more likely to use personally persuasive rewards and power bases and less likely to use coercion.
- These people are more independent and less susceptible to influence of others.
- The internals prefer participative management.
- Research has shown that internally oriented people hold jobs of higher status, advance more rapidly in their careers.
- Internals take more responsibility for their health and have better health habits; as a result their incidents of sickness and of absenteeism are lower.

EXTERNAL LOCUS OF CONTROL

- People who rate high in externality are less satisfied with their jobs, higher absenteeism rates, are more alienated from the work setting and are less involved on jobs than are internals. They generally prefer directive management.
- Unlike the internals, these people prefer chance oriented awards.
- A person with a strong 'external locus of control feels that outside forces are affecting the events in his life and he is at the mercy of destiny, chance or other people. He believes that everything will happen by the will of God and nothing or nobody can stop it.
- Unlike the internals the externals are more interested in job security and not in advancement of careers.
- Whereas the internals prefer intrinsic rewards e.g. feeling or achievement, externals are more interested in extrinsic awards.

From the above mentioned traits of internals and externals it can be concluded that internals would be better on sophisticated tasks, which include most managerial and professional jobs or any other jobs which require complex information processing and learning. In addition, they are suited to jobs requiring initiative and independence of action. As against this, externals would do well on jobs that are well structured and routine and in which success depends heavily on coupling with the direction given by others. How is the concept of locus of control related to jobs satisfaction? People with internal locus of control see more challenge in their job, making it more satisfying to them. Individuals with internal locus of control also tend to obtain more complex and challenging jobs. If you think about it, this makes sense. If I think I am no good and incapable of performing, why would I take a complicated job? I would be sure to fail. Internals also perceive themselves as having control over their jobs, and they also tend to attribute positive outcomes to their own actions.

NEED FOR THE STUDY

When the researcher visited the textile companies he felt the need for the study on Locus of Control of Employees in Textile Companies at Salem District, Tamil Nadu. It is only attitude or way of approach of employees towards a job which determines the job satisfaction and improves the job performance. Keeping in view the employees perception of locus of control in their life and work this study has been undertaken.

OBJECTIVES OF THE STUDY

- To measure the level of locus of control (internal and external) of employees working in textile companies at Salem District, Tamil Nadu.
- To study how far locus of control (internal and external) has influence over job satisfaction, Job performance, attachment to the work setting, involvement in work, absenteeism and the like.
- To suggest the possible ways and means to improve the internal locus of control for better performance of the organization.
- To analyze whether the locus of control has more influence than their personality attributes.
- To measure the locus of control of employees in general as well as in work setting.
- To analyze whether the locus of control in general is correlated with work locus of control.
- To find out whether there is chance to change or increase the perception of locus of control of in one's life.

SCOPE OF THE STUDY

This study is useful to understand the level of control of employees' internal and external locus of control in an organization. So the management can take effective action to improve the performance of employees in an organization.

LIMITATIONS OF THE STUDY

- Considering the time factor the size of sample is limited to 250 and the type of sample selected is simple random sampling which is a probability sampling.
- Some employees were not enough to answer to the questionnaire and some gave biased responses.
- Findings cannot be applied to other kind of organizations and persons.

REVIEW OF LITERATURE

Locus of control is a tern in psychology which refers to a person's belief about what causes the good or bad results in his other life, either in general or in a specific area such as health or academics. Understanding of the concept was developed by Julian B.Rotter in 1954, and has since become an important aspect of personality studies. Locus of control refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events results primarily from their own behavior and actions. Those with a high external locus of control believe that powerful others, fate, or change primarily determine events. Those with a high internal locus of control have better control of their behavior and tend to exhibit more political behaviors than externals and are more likely to attempt to influence other people; they are more likely to assume that their efforts will be successful. They are more active in seeking information and knowledge concerning their situation than do externals. The propensity to engage in political behavior is stronger for individuals who have a high internal locus of control than for those who have a high external locus of control. One's "locus" (Latin for "place" or "location") can either be internal (meaning the person believes that they control their life) or external (meaning they believe that their environment, some higher power, or other people control their decisions and their life).

EXTERNAL LOCUS OF CONTROL	INTERNAL LOCUS OF CONTROL
Individual believes that his/her behavior is guided by fate, luck, or other external circumstances.	Individual believes that his / her behavior is guided by his / her personal decisions and efforts.

IS AN INTERNAL LOCUS OF CONTROL DESIRABLE?

In general, it seems to be psychologically healthy to perceive that one has control over those things which one is capable of influencing. In simplistic terms, a more internal locus of control is generally seen as desirable. Having an internal locus of control can also be referred as 'self-agency", "personal control", "self-determination", etc. research has found the following trends.

- Males tend to be more internal than females
- As people get older they tend to become more internal
- People higher up in organizational structures tend to be more internal (Mamlin, Harris & Case, 2001

However, it's important to warn people against lapsing in the overly simplistic view notion that internal is good and external are bad (two legs well, four legs bad?). There are important subtleties and complexities to be considered. For example:

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- Internals can be psychologically unhealthy and unstable. An internal orientation usually needs to be matched by competence, self-efficacy and opportunity so that the person is able to successfully experience the sense of personal control and responsibility. Overly internal people who lack competence, efficacy and opportunity can become neurotic, anxious and depressed. In other words, internals need to have a realistic sense of their circle of influence in order to experience 'successes'.
- Externals can lead easy-going, relaxed, happy lives.

Despite these cautions, psychological research has found that people with a more internal locus of control seem to be better, e.g., they tend to be more achievement oriented and to get better paid jobs. However, thought regarding causality is needed here too. Do environmental circumstances (such as privilege and disadvantage) cause LOC beliefs or to the beliefs cause the situation?

LOCUS OF CONTROL PERSONALITY ORIENTATIONS

Rotter (1975) cautioned that internality and externality represent two ends of a continuum, not an either/or typology. Internals tend to attribute outcomes of events to their own control. Externals attribute outcomes of events to external circumstances. For example, college students with a strong internal locus of control may believe that their grades were achieved through their own abilities and efforts, whereas those with a strong external locus of control may believe that their grades are the results of good or bad luck, or to a professor who designs bad tests or grads capriciously; hence, they are less likely to expect that their own efforts will results in success and are therefore less likely to work hard for high grads. (It should not be thought however, that internality is linked exclusively with attribution to effort and externality with attribution to luck, as Weiner's work (see below) makes clear). This has obvious implications for differences between internals and externals in terms of their achievement motivation. Suggesting that internal locus is linked with higher levels of N-ach. Due to their locating control outside themselves, externals tend to feel they have less control over their fate. People with an external locus of control tend to be more stressed and prone to clinical depression (Benassi, Sweeney & Dufour, 1988; cited in Maltby, day & Macaskill, 2007). Internals were believed by Rotter (1966) to exhibit two essential characteristics-high achievement motivation and low outer-directedness. This was the basis of the locus of control scale proposed by Rotter in 1966, although this was actually based on Rotter's assumption of unidimensionality has been challenged, with Levenson, for example, arguing that different dimensions of locus of control, such as belief that events in one's life are self-determined, are organized by powerful others and are due chance-based, must be separated. Weiner's early work in the 1970s, suggested that, more-or-less orthogonal to the internality-externality dimension, we should also consider differences between those who attributions to stable causes, and those who attribute to unstable causes. This meant that attributions could be to ability (an internal stable cause) effort (an internal, unstable cause), task difficulty (an external stable cause or luck (an external, unstable cause). Such at least were how the early Weiner saw these four causes, although he has been challenged as to whether people do see luck, for example, as an external cause, whether ability is always perceived as stable and whether effort is always seen as changing. Indeed, in more recent publications (e.g.Weiner,1980) Weiner uses different terms for these four cause-such as "objective task characteristics" in place of task difficulty and "chance" in place of luck. It has also been notable how psychologists since Weiner have distinguished between stable effort and unstable effort – knowing that, in some circumstances, effort could be seen as a stable cause, especially given the presence of certain words such as "industrious" in the English language.

SCALES TO MEASURE LOCUS OF CONTROL

The most famous questionnaire to measure locus of control is the 13-item forced choice scale of Rotter (1966), but this is not the only questionnaire- indeed, predating Rotter's work by five years is Bialer's (1961)23-item scale for children. Also of relevance to locus of control scale are the Crandall Intellectual ascription of Responsibility scale (Crandall, 1965), and the Nowicki-Strickland scale. One of the earliest psychometric scales to assess locus of control, using a Likert-type scale in contrast to the forced-choice alternative measure which can be found in Rotter's scale, was that devised by W.H.James, for his unpublished doctoral dissertation, supervised by Rotter at Ohio state University, although this remained an unpublished scale. Many measures of locus of control have appeared since Rotter's scale, both those, such as the Duttweiler control Index (Duttweiler, 1984), which uses a five-point scale, and those which are related to specific areas, such as Helth. These scales are reviewed by Furnham and Steele (1933), and include those related to health psychology, industrial and organizational psychology and those specifically for children, such as the Stanford preschool internal-external control index, which is used for there to six year olds. Furnham and Steele (1933) cite data which suggest that the most reliable and valid of the questionnaires foe adults is the Duttweiler scale. For a review of the health questionnaires cited by these authors, see below under "applications".

RESEARCH METHODOLOGY

Research Methodology is a way to systematically solve the research problem. It may be understand as a science of studying how research is done systematically.
Research Design: The study conducted is a descriptive one that is descriptive research. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group.
Sampling Size: The population includes the employees working in the textile companies at Salem District. At present, there are 250 employees has been selected for this research study and it becomes the sample size. The researcher has used Probability sampling method where simple random sampling technique has been used for choosing the samples.
Probability Sampling: It is also known as 'random sampling'. Here every item of the universe has an equal chance of inclusion in the sample.
Simple Random Sampling: It is from a finite population where each element has an equal chance being included in the simple without replacement.
Sources of Data: Much of the information is collected in the form of primary data. The rest is collected from journals and books as secondary data.
- **Primary data:** Data which are collected directly from respondents.
- **Secondary data:** Data which are collected already by someone for their work.
Data Collection Method: The researcher has used survey method for collecting the primary data. Questionnaire was used to interview the respond entries. The researcher has used Structured and Non-disguised questionnaire. While questionnaire, was taken to ensure that, as for as possible, it was clear and unambigus and that was no room for misinterpretation. The impacts, effects, and attitudes of the respondents were collected. A copy of the questionnaire used to collect information is given in the appendix.
Analytical Tools Used:
- Percentage Analysis
- Chi Square Analysis
- Weighted Average Method Analysis

Percentage Analysis: It refers to a special kind of relation making comparison between two (or) more data and to describe relationship.

% of respondent = $\frac{\text{No of respondent}}{\text{Total respondent}}$ x 100

Chi Square Analysis: Chi square is a non parametric test of statistical significations for bi-variant tabular analysis. A non parametric test like chi square is a rough estimate of confidence.

Chi square test $(\chi^2) = \frac{\Sigma (O-E)^2}{E}$

O = Observed Frequency
E = Expected Frequency

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Weighted Average Method Analysis: The popular and widely used measure for representing the entire data by one value G what others call an average and what statisticians call is Arithmetic Mean.

DATA ANALYSIS AND INTERPRETATION

TABLE NO.1: RESPONSES OF THE RESPONDENTS FOR THE LOCUS OF CONTROL SCALE

Q. No.		Aspects / Questions	No. of Respondents	Total
1	A	Making a lot of money is largely a matter of getting the right breaks.	85	250
	B	Promotions are earned through hard work and persistence.	165	
2	A	I have noticed that there is a direct connection between how hard I study and the grades I get.	175	250
	B	Many times, the reactions of teachers seem haphazard to me.	75	
3	A	The number of divorces indicates that more people are not trying to make their marriages work	120	250
	B	Marriage is largely a gamble.	130	
4	A	It is silly to think one can really change another person's basic attitudes.	120	250
	B	When I am right I can convince others.	130	
5	A	Getting promoted is really, matter of being a little luckier than the next person.	125	250
	B	In our society, a future earning power is dependent upon his or her ability.	125	
6	A	If one knows how to deal with people, they are really quite easily led.	135	250
	B	I have little influence over the way other people behave.	115	
7	A	The grades I make are the result of my own efforts; luck has little or nothing to do with it.	140	250
	B	Sometimes I feel that a have little to with the grades I get	110	
8	A	People like me can change the course of world affairs if we make ourselves heard.	170	250
	B	It is only wishful thinking to believe that one can really influence what happens in our society.	80	
9	A	A great deal that happens to me is probably a matter of chance.	100	250
	B	I am the master of my fate.	150	
10	A	Getting along with people is a skill that must be practiced.	160	250
	B	It is almost impossible to figure out how to please some people	90	

Source: Primary Data

Above are the responses received from the respondents, it has been scored and interpreted as follows:

Scoring Key: Give I point for each of the following sections to each individual response of employees.
1b, 2a, 3a, 4b, 5b, 6a, 7a, 8a, 9b, and 10a.

Interpretation of the scores:
8 – 10: High Internal locus of control
6 – 7 : Moderate Internal locus of control
5   : Mixed
3 – 4 : Moderate external locus of control
1 – 2 : High external locus of control

From the above mentioned scoring key it is very clear that those who get scores ranging 8 – 10 are highly Internals and those who secure scores 6 – 7 are moderate Internals. While respondents who get scores 3 – 4 are labeled as moderate Externals, those who secure scores 1 – 2 are called highly external people and respondents who get 5 scores are mixed (both internal and external)

TABLE NO.2: THE COLLECTIVE RESPONSES OF THE RESPONDENTS FOR WORK LOCUS OF CONTROL

Statements	1	2	3	4	5	6	Total
A job is what you make of it	20	20	10	15	70	115	250
On most job, people can pretty much accomplish whatever they set out to accomplish	20	15	5	25	45	140	250
If you know what you want out of a job, you can find a job that gives it to you.	15	25	15	10	65	125	250
If employees are unhappy with a decision made by their boss, they should do something about it.	20	30	0	10	65	125	250
Getting the job you want is mostly a matter of luck.	150	40	5	5	40	10	250
Making money is primarily a matter of good fortune.	150	35	10	10	20	25	250
Making people are capable of doing their jobs well if they make the effort.	15	0	0	25	45	165	250
In order to get a really good job, you need to have family members or friends in high places.	155	20	10	25	20	20	250
Promotions are usually a matter of good fortune	155	30	5	10	35	15	250
When it comes to landing a really good job, who you know is more important than what you know.	140	40	15	5	25	25	250
Promotions are given to employees who perform well on the job	20	20	15	30	35	130	250
To make a lot of money you have to know the right people	140	50	15	15	30	-	250
It takes a lot of luck to be an outstanding employee on most jobs	115	80	10	-	35	10	250
People who perform their jobs well generally get rewarded	10	10	5	-	60	165	250
Most employees have more influence on their supervisors than they think they do.	150	70	5	-	10	15	250
The main difference between people who make a lot of money and people who make a little money is luck.	160	55	10	5	-	20	250

Source: Primary Data

1=Disagree very much   2=Disagree moderately   3=Disagree slightly   4=Agree slightly   5= Agree moderately   6= Agree very much

As responses shown in the table 27 for the III – part questionnaire have been scored and interpreted as follows.

Scoring key: Give 1 point for each of the following sections to each individual response of the employees.

16, 26, 36, 46, 61, 76, 81, 91, 101, 116, 121, 131, 146, 151, 161, Employees who give their opinions of these sections have internal work locus of control;

INTERPRETATION OF THE SCORES
13 – 16   : High internal work locus of control
9 – 12   : Moderate Internal Work locus of control
8   : Mixed
4 – 7   : Moderately external work locus of control
0 – 3   : High external work locus of control

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TABLE NO. 3: INTERNAL AND EXTERNAL WORK LOCUS OF CONTROL LEVEL OF THE RESPONDENTS

Internal / External Level of Locus of Control	No. of respondents	Percentage
High internal locus of control	50	20%
Moderate internal locus of control	95	38%
Mixed	45	18%
Moderate External locus of control	40	16%
High External locus of control	20	8%
Total	250	100%

Source: Primary Data

As the table infers, 28% of the respondents are with high internal work locus of control and 30% of them are with moderate work locus of control. While 18% of the sample employees have moderate external work locus control, 16% they have high external work locus control. 8% of the respondents are with mixed (both internal and external) work locus of control. Internals, unlike the externals, prefer participative management and are more active socially.

TABLE NO.4: RESPONSES OF THE RESPONDENTS TO THE WORK LOCUS OF CONTROL SCALE UNDER WEIGHTED AVERAGE METHOD

Statements	1	2	3	4	5	6	Total	Weighted Average	Rank
A job is what you make of it	20	40	30	60	350	690	1190	198.33	6
On most job, people can pretty much accomplish whatever they set out to accomplish	20	30	15	100	225	840	1230	205	3
If you know what you want out of a job, you can find a job that gives it to you.	15	50	45	40	325	720	1195	199.17	4.5
If employees are unhappy with a decision made by their boss, they should do something about it.	20	60	--	40	325	750	1195	199,17	4.5
Getting the job you want is mostly a matter of luck	150	80	15	20	200	60	525	87.5	12
Making money is primarily a matter of good fortune.	150	70	30	40	100	750	1140	190	8
Making people are capable of doing their jobs well if they make the effort.	15	--	--	100	225	990	1330	221.67	2
In order to get a really good job, you need to have family members or friends in high places.	155	40	30	100	100	120	545	90.83	9.5
Promotions are usually a matter of good fortune	155	60	15	40	175	90	545	90.83	9.5
When it comes to landing a really good job, who you know is more important than what you know.	140	80	45	20	125	125	535	89.17	13
Promotions are given to employees who perform well on the job	20	40	45	120	175	780	1180	196.67	7
To make a lot of money you have to know the right people	140	100	45	60	150	--	495	82.5	14
It takes a lot of luck to be an outstanding employee on most jobs	115	160	30	--	175	60	540	90	11
People who perform their jobs well generally get rewarded	10	20	15	--	300	990	1335	222.5	1
Most employees have more influence on their supervisors than they think they do.	150	140	15	--	50	90	445	74.17	15
The main difference between people who make a lot of money and people who make a little money is luck.	160	110	30	20	--	120	440	73.33	16

Source: Primary Data

    1=Disagree very much   2=Disagree moderately   3=Disagree slightly   4=Agree slightly   5= Agree moderately   6= Agree very much

From the above table , drawn by the use of weighted average method, it is obvious that most of the sample respondents have the same view on the statement , people who perform their jobs well generally get rewarded. It is absolutely true that if employees are rewarded irrespective of their performance it would not certainly increase better performance.

TABLE NO.5: EMPLOYEE EXPERIENCE AND THEIR OPINION FOR FORTUNE UNDER CHI-SQUARE TEST

Work Experience	Opinion of Good Fortune		
	Agree	Disagree	Total
1-2 years	25	73	98
3-4 years	15	60	75
5-7 years	10	37	47
8 Years & above	5	25	30
Total	55	195	250

Source: Primary Data

The opinion about making money is major factor for a good fortune may vary according to their experience. There may be relationship between employee experience and their opinion about good fortune. In order to test this relationship for the following analysis were made.

Null Hypothesis Ho

No significant relationship between the employees experience and their opinion about money making is a major factor for a good fortune.

The following table shows the observed frequencies of experience and their opinion for fortune.

Level of significance = 5%

Degrees of freedom = (4-1) (2-1) = 3

Calculated value 2   = 1.43

Table value   = 7.815

The null hypothesis Ho is accepted since table value is greater than the calculated value. Hence there is no significant relationship between the employees experience and their opinion about money making is a major factor for a good fortune.

FINDINGS

I. PERSONAL INFORMATION

- Many of the sample respondents (40%) hold the educational qualification of just SSLC and HSC and next high portion of the sample employees have not even completed their SSLC. The nature of their work does not require more educational qualification.
- High levels of sample respondents (80%) are just ordinary works kit holding high positions in their organization.
- Many numbers of respondents (74%) are working in the production department followed by marketing department (10% of the respondents are working) as the core functions of the organization are manufacturing and supplying.
- Higher percentage of the respondents (40%) belongs to the group of 25 – 34 years subsequently 30% of the sample employees are below 25 years. So the great number of employees belongs to the age group which is healthier to the organization.
- 62%, which is quite higher, of the sample respondents are working either on temporary or contract bases that do not have permanency in their job as well.
- 16% of respondents, out of 50 sample respondents have work experience of above 8 years and 14% of them working for 5 – 7 years who might be having thorough understanding with the work and the organization as well. Half portions in the total number of respondents, 1 – 2 years.
- When asked for job satisfaction level of the respondents, 24% of them stated that they have high level of satisfaction for working in this particular organization while 42% of them are just satisfied. Being neutral in their opinion 24% of the sample respondents stated that they are neither satisfied nor dissatisfied for working in the organization.

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II. LOCUS OF CONTROL

- 20% of the sample respondents have high level of internal locus of control and 38% of them possess moderate level of internal locus of control. As a matter of fact these people have control over what happens to them and their destinies. They are also more active in seeking more information to make decisions and prefer skill achievement outcomes.
- 16% of the sample respondents are with moderate external locus of control while 8% of them have high external locus of control. Generally externals will be more dissatisfied because they perceive themselves as having little control over those organizational outcomes that do well on jobs that are well-structured and routine.
- 18% of the respondents are with mixed (internal & external) locus of control. It is very difficult to come to conclusion as to what extent these people will have control over their destinies or behavior. They may act either as internals or in some circumstances as externals.

III. WORK LOCUS OF CONTROL

When a scale is used to measure the locus of control closely connected to the work as to how they approach their work or job the researcher came to know the following findings.

- 28% of the sample respondents are work high internal work locus of control and 30% of them have moderate internal work locus of control. Individuals with internal locus of control tend to obtain more complex and challenging jobs and they also have positive approach toward their job and generally perform better.
- 18% of the respondents have moderate external work locus of control while 16% of them are with high external work locus of control. The people who rate high in externality are less satisfied with their jobs and are more alienated from the work setting and are less involved on jobs than are internals. They have to check themselves.

SUGGESTIONS

- As the educational qualification plays a vital role in one's own career development, the company may concentrate on recruiting more educationally qualified or skilled people who naturally will have strong internal locus of control and have control over their performance and destinies.
- As cited in the beginning, unlike very young people aged people will have internal locus of control. As 30% of the respondents are below 25 years, they naturally to some extent will have external locus of control. The company may arrange for some motivational guidance programme to induce their mental perception.
- It is very common that permanent employees will be very much experienced and work independently having satisfied in their job. The company may provide some employees with permanency in their job which may certainly induce externals to have positive approach in their work.
- If we do something repeatedly we become experts in that. In contrary to this, some people become boredom when their job is in repeated nature. Therefore the company may assign them with creative and innovative work which will enable them to work better with internal locus of control.
- Some employees strongly have blind faith in luck and other outside forces tio influence their behavior and themselves. The organization may act in such a way that these people gradually realize that hard work, persistence, etc alone determine many outcomes in their life and career. These people will realize only when they are made to have internal locus of control.
- The company has to continue to recognize the good work of the employees and reward them when they perform well on their job.
- Promotion policy of the company has to arouse the interests in employees to perform better and get promoted in their work position.

CONCLUSION

When the researcher visited the number of textile companies he felt the need for the study on Locus of control in Textile Companies at Salem District which is related to where an employee perceives the locus of control in their own life and work. For this purpose a well – structured questionnaire was prepared for the collection of primary data from the employees. Further researcher also underwent literature survey on the topic. Data collection was successfully carried out among the employees. Though some employees contributed little, many employees contributed very much to the success of data collection. The company management gave its full cooperation as well. After collecting the primary data the researcher made analysis on them with some statistical tools and they were also interpreted well. Besides primary data, the researcher also made use of some secondary data like, internet, books, magazines, etc. After a thorough analysis the researcher also suggested some measures to improve the internal locus of control of employees which will be helpful for the better performance of the organization. In the course of research study the researcher gained very good knowledge about the topic and studied the level of locus of control of employees working in the textile companies at Salem District. The researcher also had the joy of doing some intellectual work and acquired some knowledge of doing research work.

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ORGANIZATIONAL EFFECTIVENESS AND SERVICE EFFICIENCY: A COMPARATIVE STUDY SELECT INDIAN BANKS

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ABSTRACT

Banking industry is the harbinger of the developmental processes of the economy as it plays a pivotal role in mobilization of resources for the investment purposes. In present context when the Gross domestic savings amount to 35 percent and investments account for 36 percent of GDP, it has been possible to sustain on average 8.5 percent of growth rate for past 4 years. This has had a favorable impact on the national output, income and employment generation and foreign exchange reserves .The momentum and buoyancy in the economy is linked to quality of work culture and organisational climate, as service sector contribute nearly 60 percent to the GDP. The present paper therefore has undertaken an empirical study on organisational effectiveness and its impact on service efficiency in reference to banking sector. The methodology adopted is based on qualitative and quantitative parameters covering Jammu & Kashmir Bank and State Bank of India comprising of 100 employees drawn from three tire managerial cadres. Findings reveal that there is a decisive relationship between the service efficiency and quality of work culture, which in turn shapes edifice of the organisational climate. Various issues which determine the work culture, efficiency and organisational climate have therefore been studied to provide a fresh perspective, keeping in view the fast changes sweeping the banking sector across the globe.

KEYWORDS

Organizational Culture, Service Efficacy Effectiveness, Banking Industry, Organisational Effectiveness.

PROLOGUE

Banking operations of an economy reflect its economic resilience and the vigor with which business sector is growing. Financial reforms in Indian coupled with proactive approach of the banks has facilitated high economic growth rate on continual basis as a consequence of which it is emerging as one of the economic super powers. The robustness of the banking sector in Indian context can be judged by the fact that it could almost avoid the cascading spill over of the **American melt down**. Service Industry at present is contributing more than 55 percent of GDP in 2007 from 15 percent in 1950 and is intensely impacted by the technological innovations being witnessed in its operations. At present number of bank branch spread over the country has grown to 82485 in 2009 as against 8260 in 1969.In over all context in India at present 23 percent of labor force is employed in service sector with average growth rate of 7.5 percent for the period 1991-2000, while in banking industry 1.8 million wage and salary workers are employed with 74 percent jobs were created in commercial banks. It therefore becomes a natural corollary to investigate how the under fast changing market scenario, work culture in banking sector has impacted its performance in terms of profitability, capital restructuring and transparency in context of customer focused growth .It is also pertinent to examine the changing role of bank from conventional money lending to now technology driven innovative retail products coupled with financial reforms and personalized services to carve out an individual niche by each operator. . Against this back drop the present study has undertaken an organizational study of two banks operating in J&K State. J&K Bank and State Bank of India were chosen as the universe of research with sample size of 100 employees from each one .From the research findings it has been found out that organizational culture has a decisive impact on the productivity and operational effectiveness in terms of the present challenges and opportunities being witnessed in the banking sector. Further an attempt has been made to identify such supportive variables which form the basic edifice of the work culture.

EMERGING INDIAN BANKING SCENARIO

Indian banking industry has transformed in recent years due to globalization in the world market, which has resulted in fierce competition. This new competitive environment has resulted in new challenges for the banking industry to benchmark work culture on parameters which are globally standardized. The new generation banks have infused intense competition into the industry requiring higher utilization of technology, improved customer service and innovative products. Core Banking Solutions (CBS) now emphasizes on the technological applications which would facilitate the intergradation of all customer channels seamlessly. Branches are becoming delivery channels and employees salesmen. Banks are going beyond conventional banking and offering a lot more than vanilla deposits and loans. Thus, there is a paradigm shift from the seller's market to buyer's market in the industry and finally it is effected at the bankers' level to change their approach from "conventional banking to convenience banking" and "mass banking to class banking". This has resulted in increased the degree of accessibility of a common man to bank for catering to his or her variety of needs and requirements.

This therefore has enfolded a new agenda for the banking organizations for honing of skills and capabilities which would enhance the core competencies of the human capital for adapting to changed requirements and as well align corporate strategy with the market opportunities and challenges besides retaining employees. New work culture has significantly impacted the employees and as well as the organizations, as such attention of the researchers, especially in last three decades has been to investigate organic relationship between culture and work effectiveness. Despite the acknowledged importance of the quality of work culture, extensive research has yet to be carried out in the banking sector operating in the state of Jammu and Kashmir. Thus the present paper therefore is based on an empirical study which focuses on the prevailing work culture among employees in the banking sector and suggests coping strategies to strengthen work culture.

The paper has attempted to explore theoretical premises of different facets of work culture and organisational climate in banking industry. This was intended argue a proper synthesis that could be built up for modeling a contemporary approach to banking operations. Some of the issues have been in this regard have been flagged as under:

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ORGANIZATIONAL CULTURE

The word culture originated from the Latin word **colera** which means to build on, to cultivate and to foster (Gupta,2007). The elements of company culture originate with the founder or other early influential leaders who articulate the values, beliefs, and principles to which the company should adhere. Kejriwal and Krishnan (2004) noted that the thought processes, implicit assumptions, beliefs and attitudes of leaders could be meaningfully studied when these are interwoven into a composite whole by a cultural thread. Culture is a fuzzy construct; a behavioral and ideational system which is acquired and transmitted from generation to generation (Triand et al.,1986). Each organization creates a unique institutional culture, some aspects of which are explicit, others implicit.

Culture includes a multitude array of shared beliefs, norms, ontological assumptions, and values that are instantiated in every day social practices (Schwartz1994). Schein (1992) noted that correlated sets of assumptions and are multidimensional in nature.

A company's culture is manifested in the values and business principles that management preaches and practices, in employee's attitudes and behavior, in the legends people repeat about happenings in the organization.

Smirich (1983) pointed out that both functionalists and interpretive scholars have written about and produced studies on organizational culture. She argued that the two groups understand organizational culture in entirely different ways. To a functionalist culture is something that an organization has and which works as a control mechanism to shape behavior. It is considered a physical reality, directed by actions of senior management. The interpretivist sees culture "as the essence of organizational life". It is considered as a process of enactment, a mental state which is reproduced by all members through sharing off meanings. Corporate culture perceived this way is not limited to the mission statements, corporate credos, and other slogans but also include the daily practices of organizational life (Morgan, 1997). Organizational Culture has been defined in many ways, the majority of these definitions emphasize the collectively shared, historically based, symbolic and inherently fuzzy characteristics of culture (Beyer and Trice, 1993).

Kluckhorn (1954) defined culture as a patterned manner of thinking, feeling and reacting, which is acquired and communicated through symbols and embodied in artifacts. Hofstede (1980) defined culture as a set of mental programs that control an individual's response in a given context. Schein (1992) defined organizational culture as a pattern of basic assumptions - invented, discovered or developed by a given group as it learns to cope with the problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to the new members as the correct way to perceive, think, and feel in relation to these problems'.

Schneider (1987) proposed that individuals may be attracted to organizations they perceive as having values akin to their own. The values and attitudes of managers significantly influence the functioning and effectiveness of the organization. Effective organizations use values to structure information in order to provide both a focus and reminder as the values highlight the most critical information while de- emphasizing less silent issues (Clampitt, 2001). The successful organizations consider the ideal employees as those who have internalized the organizations culture into their cognitive and affective makeup (Peters and Waterman, 1982).

Organizational performance has been related with the type of culture an organization has such as a strong culture. The strength of the culture is ascertained through the homogeneity, length, stability and intensity of group membership. In other words the higher the sharedness and commitment to the core values, the stronger the culture. Strong cultures are based on two characteristics: higher levels of agreement among employees about what's valued and high levels of intensity about these values. If both are high a strong culture exists, and if both are low the organization has a weak culture. Strong corporate cultures are widely dispersed, deeply ingrained and give rise to uniform behavioral patterns and values among organizational units regardless of geographic, functional or business boundaries (Burack, 1991). Building a strong organizational culture requires three steps: instilling commitment towards a common goal, rewarding competence, and maintaining consistency by attracting and retaining the right people (Hickman and Silva, 1985). Successful organizations, over a period of time are believed to possess a strong and well defined culture (Denison, 1990).

ORGANIZATIONAL EFFECTIVENESS

Organizations are a collection of individuals who come together for the accomplishment of certain goals and objectives. Every aspect of an organization is determined by the competence, motivation and effectiveness of its employees. The ability of the organization to survive and respond to competitive challenges can be sustained and mobilized only if the organization has competent, efficient and highly motivated manpower. Therefore it can be assumed that the effectiveness of the organization depends on the nature of human resource and its processes.

Mott (1972) defined organizational effectiveness as "the ability of an organization to mobilize its centers of power to produce, adapt to change and cope with emergencies". On the basis of his research on five non business organizations, Mott related organizational characteristics to productivity, adaptability and flexibility as well as to a combined score of these three indices to organizational characteristics. He divided the determinants of organizational characteristics into two broad categories: 1. Organizational characteristics 2. Behavioral characteristics, it was found that certain aspects like objectives, rules, policies and guidelines were significantly related to organizational effectiveness. A strong relationship between functional integration and effectiveness was also indicated. The effectiveness of organization and its people depend on the extent to which each perform their role and act towards the common goals and objectives (Oakland, 1999).

Organizational effectiveness is a term that is more comprehensive than is reflected by mere gold performance and productivity of members, or the financial success indicators of assets acquisition and profits. Organizational effectiveness reflects how effectively the organization can discharge its obligations with respect to all its constituencies in its internal and external environment including employees, shareholders , customers, suppliers, government agencies and the general public (Sekaran, 1989). It has been stressed that while conducting or comparing organizational effectiveness studies, it should be clearly specified that whether it is the predictor variable or the indicator variables of effectiveness that are the focus of interest to the researcher (Cameron, 1986).

Thus the variables determining organizational effectiveness can be distinguished as: individual related variables, group level variables and organizational level variables. These variables are inter-related and interact with each other in a dynamic fashion.

Based on the review of existing literature on organizational effectiveness, Campbell (1977) present two general models, viz. the goal centered model and the natural system model. Campbell presented taxonomy of thirty criteria that has been proposed as measures of organizational effectiveness. Cameron and Whetton (1983) concluded that there can't be one universally accepted model of effectiveness as the construct involves management of paradoxes. It has been suggested that all variables need to be operationalised in any given study.

The concept of work culture has been comprehensively researched; the banking sector has not received much attention of researchers. The research work available does not cover all the dimensions of work culture in the organization and its effective management in banking sector. No such comprehensive research work has been conducted in the state of Jammu and Kashmir. Keeping in view the significance of work culture for effective performance the present study seeks to explore the prevailing work culture so as to suggest an appropriate model for enhancing service delivery to and ensure sustainable growth and efficacy. The broad objectives and hypothesis for carrying out the present study therefore have been as under:

OBJECTIVES
1) To study existing determinants of   work culture prevailing in the banks under the purview of present study.
2) To analyze role of participative work culture on organizational effectiveness.
3) To undertake gap analysis between effectiveness and performance.

HYPOTHESIS
H1. Work freedom of employees in an organization impacts organizational effectiveness.
H2. Quality of service delivery creates sustainable competitive advantage for an individual bank.

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STUDY AREA

With a view to achieve the objectives and test the hypothesis laid, the data has been collected through both primary and secondary sources. Primary data was collected through a structured questionnaire administered to the employees serving in the Jammu & Kashmir Bank and State Bank of India for analyzing work culture experiences and resultant performance effectiveness. The above mentioned banks were purposively selected as they represented two biggest service organizations in Jammu & Kashmir state. An attempt has been made to analyze work culture and service efficiency and it impact on employee effectiveness among different strata's.

TABLE 1: SAMPLE UNIVERSE OF EMPLOYEES

PARAMETRES	JKB(OI)			SBI(OII)			TOTAL
	LI	LII	LIII	LI	LII	LIII	
Levels(Top level, Middle level, Lower level managers) Organization	10	26	14	11	26	13	100
	50			50			100

Note:
1) OI = JAMMU & KASHMIR BANK
2) OII = STATE BANK OF INDIA
3) LI = Top Managers, LII = Middle Managers and LII = Lower Managers.

RESEARCH METHODOLOGY

Sample respondents have been chosen on the basis of random stratified sampling which includes three hierarchal levels, Top, Middle and Lower cadre managers of both the banks. The present study has been undertaken on the banking industry in the state of Jammu and Kashmir. A sample of 100 employees was taken for the study. Only the permanent employees in the organization were included in the survey. All the departments of the organization including human resource, finance, accounts, sales, production and marketing were included in the survey. The primary data was collected with the help of standardized questionnaires. The data was analyzed on the basis of 17 statements ranked on Likert scale. The statistical tools used to measure work culture among the employees were mean, regression analysis, t- test and correlation

ANALYSIS AND FINDINGS

Research data has been tabulated on different parameters to study the impact of the organizational climate so that inferences could be developed to suggest a policy frame to the banks under the purview of present study. This was intended to closely examine the issues which needed to be addressed by the management in context of extending freedom of action to the employees for the enhanced and sustained work performance for ushering in efficiency and effectiveness in the overall organisational functioning. The research findings have been discussed as under:

The primacy of effectiveness has therefore got to be viewed in terms of risk and capability matching of employees at individual and group level. This is mandated on account of fueling and sharing of such creative ideas which emanate from employees enjoying freedom of opinion and practices. Organisational effectiveness per say is dependent on how the existing pool of talent is managed to unleash creative temper among the employees for their own growth and sustainable peak performance of the organization. The research investigation has evaluated and analyzed existing policies and practices for organizational effectiveness in the select organization under the reference of present study. The parameters used to collect research data include organizational climate and organisational effectiveness among the organizations chosen for the study.

Two organizations were chosen with the objective of enquiring with the methods and methodology of their functioning on the basis of data collected about their working conditions and climate and their effectiveness. The research study was focused on the different levels of the organizational hierarchy namely the top, the middle and the lower management so as to develop a holistic database. Questionnaire was based on two sections, Section A includes the queries on organizational climate with 10 items (Participative work culture, task oriented relationships, good human relations, working hours, relationship with supervisor as well as with management, welfare facilities provided in organization, health and safety programs) based on five point likert scale and Section B includes the queries on organisational effectiveness with 17 items (communication flow, free exchange of organisational information, employee morale, team work, resource employment, management information system, employee satisfaction, stable work environment, job satisfaction, controlled and coordinated work process, positive interpersonal relation, need satisfaction, goal clarity, intense work effort) based on five point Likert scale .The interviews were conducted on the basis of free associational personal meetings with the sample respondents. In the Table: 2 below statistical tools have been applied to the data to elicit inferences with regard to different parameters which impact organisational effectiveness

TABLE 2: ORGANISATIONAL CLIMATE AND EFFECTIVENESS IN JAMMU AND KASHMIR BANK (Regression, correlation, and t-value)

Bivariate regression
Multiple R   .060
R square   .004
Adjusted R square   -.017
Standard Error   .55351
Analysis of Variance

	DF	Sum of Squares	Mean Square	F	Sig of F
Regression	1	.054	.054	.175	.677
Residual	48	14.706	.306		

Variable in the Equation

Variable	b	SEb	Beta B	T	Sig of T
OE of JKB Employees	3.507	.531		6.609	.000
OC of JKB Employees	.060	.144	.060	.419	.677

In the above Table:2 regression analysis of organisational climate on organizational effectiveness of JKB Employees reveals that the value of intercept a=3.507 and the slope b=.060. Therefore, the estimated equation is:

OE of JKB Employees (Y) = 3.507+.060 (OC of JKB Employees)

The standard error or standard deviation of b is estimated as, .144 and the value of

t = .060/.144 =.416 with n-2 = 48 degrees of freedom. From table value (Statistical appendix) the critical value of t with 48 degree of freedom and at 5 percent significance level i.e. α = 0.05 is 1.6772 for two tailed test which is greater than the calculated value. Hence, the alternate hypothesis is accepted that means there exists significant relationship of organisational climate towards organisational effectiveness among JKB employees at all the hierarchal levels.

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TABLE 3: ORGANISATIONAL CLIMATE AND EFFECTIVENESS IN STATE BANK OF INDIA (Regression, correlation, and t-value)

Bivariate regression					
Multiple R	.364				
R square	.132				
Adjusted R square	.114				
Standard Error	.4172				
Analysis of Variance					
	DF	Sum of Squares	Mean Square	F	Sig of F
Regression	1	1.519	1.519	7.316	.0009
Residual	48	9.969	.208		
Variable in the Equation					
Variable	b	SEb	Beta B	T	Sig of T
OE of SBI Employees	2.176	.532		4.089	.000
OC of SBI Employees	.417	.154	.364	2.705	.009

In the above Table:3, regression analysis of organisational climate on organizational effectiveness of SBI Employees reveals that the value of intercept a=2.176 and the slope b= .417 Therefore, the estimated equation is:

OE of SBI Employees (Y) = 2.176 + .417 (OC of SBI Employees)

The standard error or standard deviation of b is estimated as .154 and the value of

T = .417/.154= 2.7077 with n-2 = 48 degrees of freedom. From table value (Statistical appendix) the critical value of t with 48 degree of freedom and at 5 percent significance level i.e. α = 0.05 is 1.6772 for two tailed test which is lower than the calculated value. Hence, the alternate hypothesis is rejected that means there is no significant relationship of organisational climate impacting organisational effectiveness among the managerial cadre at different hierarchal levels.

From above results it can been observed that while in case of JKB managerial cadre, hypothesis stands validated, implying thereby that organizational climate does have decisive impact on the effectiveness on the individual and organisational performance. This is borne by the fact that the bank rating in the country has continuously been outstanding and enjoys highest market rating in the stock market. As against this among the SBI managerial cadre organisational climate appears to be non-influencing though this bank has the largest number of branches in the country. The reason appears to the bureaucratic orientation among the employees, wherein risk and reward incentive have little role in impacting the effectiveness of the individual employees and of the organization itself. Security of the job and procedures dominating leadership are the obvious reasons for hypothesis being rejected, thereby highlighting disconnect between the climate and effectiveness within the SBI banks.

CONCLUSION AND RECOMMENDATIONS

This paper has identified parameters for the importance of work culture that would help transform a bank into a high performance organization. These findings would therefore significantly add to the body of knowledge to guide the top management of any bank to lead in this challenging situation.

1. The future ready employers will have to evolve an effective time management orientation to keep on honing talent and promote best work culture practices.
2. The employees need to develop an attitude which focuses on enhanced performance. This approach need to be followed by banking organizations across the board, specifically by the employees serving in the banks under the purview of present study.
3. The organizations should design an effective promotional policy which delineates fast track career path for all levels/ categories of employees.
4. The banks should make jobs profile of employees interesting and challenging by periodic rotations to usher in multitasking competencies.
5. The banking organization must formulate training packages which are in tandem with latest technological advances and skill development banking being infused in operation along with counseling for the time bound career development.
6. The research evidences supports that top management's commitment and active involvement is critical to survival of banks under present scenario. The essential imperative for enhancing work culture is that the senior managers must personally initiate transformational practices to reinforce a new work culture. According to Jr. and Strickland (2003), "only top management has the power and organisational influence to bring about major cultural change"
7. Comprehensive involvement of the entire work force is essential at all levels, to imbibe a sense of ownership for engineering cultural change and talent retention.
8. The practice of self evaluation must be incorporated in banks on the basis of which appraiser and appraise identify the key performance area along with defined functional domain.
9. Communication channels and supportive net work needs to be created to obtain an authentic feedback from different stakeholders so as to design branch transactional matrix.
10. Working and environmental ambience at branch level has to be stimulating and soothing as it has direct impact on work performance. Support systems need to be in place to further enrich working environment.
11. A sense of belongingness and shared responsibility among the employees would reduce attrition rate and foster a feeling of camaraderie for mutual benefits.

From the above analysis it can therefore be concluded that banking operations in the local milieu needs to be anchored on the learning curve so that employee orientation can fructify in unleashing their creative pursuits and as well as cater to ever changing client expectations . This eventually is going to be a differentiating factor for offering a sustained source of competitive advantage to the banks both at the local and national level.

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EMPLOYEE WELFARE ACTIVITIES WITH RESPECTIVE MEASURES IN INDUSTRIAL SECTOR - A STUDY ON INDUSTRIAL CLUSTER AT CHITTOR DISTRICT

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ABSTRACT

Human Resources play a very important role in the development of the business. They constitute the organization at all levels and are regarded as a dynamic factor of production. In order to get best results from the employees, management must be aware of what employees expect from their employees. It is for the management to see that the workers get economic, social and individual satisfaction, employee welfare activities are undertaken. The Study on "employee welfare measures" is conducted with the main objective of evaluating the effectiveness of welfare measures in industrial sector and to suggest measures to make existing welfare measures much more effective and comprehensive so that the benefits of the employees will be increased. The concept of 'employee welfare' is flexible and elastic and differs widely with time, region, industry, social values and customs, degree of industrialization, the general economic development of the people and political ideologies prevailing at a particular time, it is also melded according to the age – group, sex, socio - cultural background, marital and economic status and educational level of the employee in various industries. In the 'broader sense', employee welfare may include not only the minimum standard of hygiene and safety laid down in general employee legislation, but also such aspects of working life as social insurance schemes, measures for the protection of women, limitation of hours of work, paid vacation, etc. In the 'narrow sense', welfare in addition to general physical working conditions is mainly concerned with the day – to – day problems of the employees and social relationships at the place of work.

KEYWORDS
Labour, Statutory & Non-Statutory Welfare Activities.

INTRODUCTION

Welfare is a broad concept referring to a state of living of an individual or a group, in a desirable relationship with the total environment – ecological economic and social. Labour welfare includes both social and economic content of welfare social welfare is primarily concerned with the solution of various s problems of the weaker section of society like prevention of destitution and poverty. It aims at social development by such means as social legislation, social reform social service, social work, social action. The object of economics welfare is to promote economic production and productivity and through development by increasing equitable distribution. Labour welfare is an area of social welfare conceptually and operationally. It covers a broad field and connotes a state of well being, happiness, satisfaction, conservation and development of human resources.

Management is absolutely essential in the present times in all organization, irrespective of their origin, nature and ownership. Every enterprise, established with a profit motive or some social, religious or such like other purpose, requires efficient management for its sustained progress. But, management has been viewed differently by various scholars, depending upon their beliefs and comprehension. Some regard it as the force that runs a business and is responsible for its success and failure. Other perceives it as a means for achievement for desired result through group effort and by utilizing both human and non-human resources. Still others deem management to be a process comprising planning, organizing, staffing, directing and controlling. Also some look on it as an instrument for designing and maintaining an environment conducive to the performance of individuals who are working together in a group towards accomplishment of some pre-determined objectives. Furthermore, some think that management merely implies certain tasks which the managers are supposed to perform. Thus there numerous opinions on what 'management' actually involve.

Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhance quality of life of workers and their productivity. Institutional mechanisms exist for ensuring these to workers in the organized sector of the economy. These are being strengthened or expanded to the extent possible. However, workers in the unorganized sector, who constitute 90 per cent of the total workforce, by and large, do not have access to such benefits. Steps need to be taken on a larger scale than before to improve the quality of working life of the unorganized workers, including women workers.

REVIEW OF LITERATURE

Report of National Commission on Labour (2002), Government of India, made recommendations in the area of labour welfare measures which include social security, extending the application of the Provident Fund, gratuity and unemployment insurance etc. Shobha Mishra & Manju Bhagat, in their *"Principles for Successful Implementation of Labour Welfare Activities",* stated that labour absenteeism in Indian industries can be reduced to a great extent by provision of good housing, health and family care, canteen, educational and training facilities and provision of welfare activities.

A. Sabarirajan, T. Meharajan, B.Arun (2001) analyzed the study on employee welfare in Textile industry. The study shows that 15% of the employees are employees are satisfied with their welfare measures.39 % of the employees is average with their welfare measures. 16% of them are in highly dissatisfied level. This study throws light on the impact of welfare measures on QWL among the employees of textile mills in Salam district."

While describing the Welfare in Indian INDUSTRIAL SECTOR, A**.J.Todd (1933)** was analyzed that the labour welfare is the voluntary efforts of the employers to establish, within the existing industrial system, working and sometimes living and cultural conditions of the employees beyond what is required by law, the custom of the industry and the conditions of the market.

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V. V. Giri National Labour Institute(1999-2000), a fully funded autonomous body of the Ministry of Labour, it was conducted action-oriented research and provides training to grass root level workers in the trade union movement, both in the urban and rural areas, and also to officers dealing with industrial relations, personal management, labour welfare, etc.

In the view of **K.K. Chaudhuri, in his** *"Human Resources: A Relook to the Workplace"*, states that HR policies are being made flexible. From leaves to compensations, perks to office facilities, many companies are willing to customize policies to suit different employee segments.

Conventions and Recommendations of ILO (1949) sets forth a fundamental principle at its 26th conference held in Philadelphia recommended some of the measures in the area of welfare measures which includes adequate protection for life and health of workers in all occupations, provision for child welfare and maternity protection, provision of adequate nutrition, housing and facilities for recreation and culture, the assurance of equality of educational and vocational opportunity etc.

A Study done by P.R. China in 2003, Great expectations are being placed on firms to act with increasing social responsibility, which is adding a new dimension to the role of management and the vision of companies. They argue that social welfare activities are strategic investments for firm. They can create intangible assets that help companies overcome entry barriers, facilitate globalization, and outcompete local rivals. They are simple contribution, topic contribution, collaboration with non-profit organizations or government organizations, and establishment of corporation charity fund. Future research on corporate citizenship would be strengthened in philanthropic strategy and management.

P.L. Rao, in his *"Labour Legislation in the Making",* opines that professional bodies like National Institute of Personnel Management should constitute a standing committee to monitor the proceedings in the Parliament regarding the labour welfare measures.

In (2002-2007) A Study was Conducted that **,** For the quick transmission of messages relating to factory accidents, gas leaks, fires and disasters in the area a broad network of office/ residential telephones is an essential-requisite for the Factory Inspector, the concerned Dy. Chief Inspector of Factories, the Chief Inspector and from C.I.F.to higher authorities.

Business & market (2009) analyzed that the "*welfare*" is a broad concept referring to a state of living of an individual or group, in a desirable relationship with the total environment - ecological, economic and social.

CONCEPT OF LABOUR WELFARE

Labour welfare may be viewed as a total concept, as a social concept and as a relative concept. The total concept is a desirable state of existence involving the physical, mental, moral ad emotional well being. These four elements together constitute the structure of welfare, on which its totality is based. The social concept of welfare implies the welfare of men, his family and his community. All these three prospects are interred related and work together in a dimensional approach. The relative concept on welfare implies that welfare if relative in time and place. It is a dynamic and flexible concept and hence its meaning and concept differ from time to time, region to region, industry to industry, and country to country depending upon the value system, level degree of education, social customs, and political system, degree of industrialization and general standard of the socio economic development of the people.

Labour welfare implies the setting up of minimum desirable standard and the provision of facilities like health, food, clothing, housing, medical assistance, education, insurance, job security, recreation, and so on. Such facilities enable the workers and his family to lead a good work life, family life and social life. Labour welfare also operate to neutralized the harm full effect of large scale industrialization and urbanization

EMPLOYEE WELFARE ACTIVITIES

Employee welfare Activities is combinations of various steps, the cumulative effect of which is to grease the wheels of industry and society. Sound industrial relations can only be based on human relations and good human relations dictate that employee being, human being should be treated humanly which includes respect for employee dignity, fair dealing and concern for the human beings physical and social needs. In any industry good relations between the management and workers depend upon the degree of mutual confidence, which can be established. This, in turn, depends upon the recognition by the employee of the goodwill and integrity of the organization in the day to day handling of questions which are of mutual concern.

The basic needs of an employee are freedom from fear, security of employment and freedom from want. Adequate food, better health, clothing and housing are human requirements. The human heart harbors secret pride and invariably responds to courtesy and kindness just as it revolts to tyranny and fear. An environment where he is contended with his job assured of a bright future and provided with his basic needs in life means an atmosphere of good working condition and satisfaction to employee. Employee welfare activities are based on the plea that higher productivity requires more than modern machinery and hard work. It requires co-operative endeavor of the parties, employee and management. This is possible only when employee is given due importance and human element is taken into account at every stage.

The worker has a fund of knowledge and experience at his job. If rightly directed and fully used, it would make a great contribution to the prosperity of the organization. This can only be achieved through satisfaction of the employee as the worker feels that he is an active participant in the production process, and he does at most for increasing the production and its productivity.

IMPLEMENTATION OF WELFARE ACTIVITIES

The success of welfare activities depends on the approach which has been taken into account in providing such activities to the employees. Welfare policy should be guided by idealistic morale and human value. Every effort should be made to give workers/ employees some voice in the choice of welfare activities so long as it does not amount to dictation from workers.

There are employers who consider all employee welfare activities as distasteful legal liability. There are workers who look upon welfare activities in terms of their inherent right. Both parties have to accept welfare as activities of mutual concern. Constructive and lasting Progress in the matter of social justice can be achieved only if welfare activities are accepted as essential factors in the progress of the business organization

Employee welfare is dependent on certain basic principles. The following are the principles on which successful implementation of welfare programmes depends:

1. Adequacy of Wages: Employee welfare measures cannot be a substitute for wages. Workers have a right to adequate wages. But high wage rates alone cannot create healthy atmosphere, nor bring about a sense of commitment on the part of workers. A combination of social welfare, emotional welfare and economic welfare together would achieve good results.

2. Social Liability of Industry: Industry, according to this principle, has an obligation or duty towards its employees to look after their welfare. The constitution of India also emphasizes this aspect of employee welfare.

3. Impact on Efficiency: This plays an important role in welfare services, and is based on the relationship between welfare and efficiency, though it is difficult to measure this relationship. Programmes for housing, education and training, the provision of balanced diet and family planning measures are some of the important programmes of employee welfare which increases the efficiency of the workers, especially in underdeveloped or developing countries.

4. Increase in Personality: The development of the human personality is given here as the goal of industrial welfare which, according to this principle, should counteract the baneful effects of the industrial system. Therefore, it is necessary to implement employee welfare services. Both inside and outside the factory, that is, provide intra-mural and extra-mural mnoloyee welfare services.

5. Totality of Welfare: This emphasizes that the concept of employee welfare must spread throughout the hierarchy of an organization. Employees at all levels must accept this total concept of employee welfare programme will never really get off the ground.

6. Co-ordination or Integration: This plays an important role in the success of welfare services. From this angle, a co-ordinated approach will promote a healthy development of the worker in his work, home and community. This is essential for the sake of harmony and continuity in employee welfare services.

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7. Democratic Values: The co-operation of the worker is the basis of this principle. Consultation with, and the agreement of workers in, the formulation and implementation of labour welfare services are very necessary for their success. This principle is based on the assumption that the worker is "a mature and rational individual." Industrial democracy is the driving force here. Workers also develop a sense of pride when they are made to feel that employee welfare programmes are created by them and for them.

8. Responsibility: This recognizes the fact that both employers and workers are responsible for employee welfare. Trade unions, too, are involved in these programmes in healthy manner, for basically employee welfare belongs to the domain of trade union activity. Further, when responsibility is shared by different groups, employee welfare work becomes simpler and easier.

9. Accountability: This may also be called the Principle of Evaluation. Here, one responsible person gives an assessment or evaluation of existing welfare services on a periodical basis to a higher authority. This is very necessary, for then one can judge and analyze the success of employee welfare programmes.

10 Timely: The timeliness of any service helps in its success. To identify the employee problem and to discover what kind of help is necessary to solve it and when to provide this help are all very necessary in planning employee welfare programmes. Timely action in the proper direction is essential in any kind of social work.

STUDY AREA AND METHODOLOGY

Today's Manufacturing Industries are giving more importance to enhance their production Units as well as productivity in one side of the coin and Other side of coin like this poor implementation of the sound Employee Welfare measures in their Firms. My motto is through this study to assess Employee awareness regarding welfare activities provided by legislation to industrial sector. Finally, I would like to give valuable suggestions based on my research study; I hope that which are increase employee morale, prosperity and well-being of the organization.

OBJECTIVES OF THE STUDY

The present research purpose to analyze the employee welfare activities in the industrial cluster of Chittoor District, to asses its overall satisfaction level and the facilities bestowed on the employees. The study covers the following specific objectives

➢ To know about the welfare programmes conducted by the industries
➢ To asses overall satisfaction level of employee regarding welfare programmes
➢ To obtain correlation between statutory & non-statutory welfare activates at industries
➢ To obtain relationship between departments & welfare activities

METHODOLOGY

The first stage of the study was Descriptive research. A total of 120 employees were selected by the stratified simple Random sampling method. Both officers and clerical staff belonging industrial cluster in Chittor district were selected for the study. A self – completion questionnaire was used for collecting data from the employees. The questionnaire was personally administered to all the employees by the researcher.

At the second stage of the study, set of in-depth interviews were conducted with selected employees from selected departments in different industries. It was primarily to discuss the findings generated through survey method. The interviews also helped in a more contextual and practical interpretation of the data.

The tools used for analysis are: Chi-square test and Spearman's Rank Correlation.

CHI-SQUARE TEST

The test is, in fact, a technique through the use of which it is possible for all researchers to: a) Test the goodness of fit. b) Test the significance of association between two attributes.

$$X2 = \sum \left\{ \frac{(Oij-Eij)^2}{Eij} \right\}$$

Oij – Observed frequency of the cell in i^{th} row and j^{th} column
Eij - Expected frequency of cell in i^{th} row and j^{th} column.

SPEARMAN'S RANK CORRELATION

In fact, the rank correlation coefficient is measure of correlation that exists between the two sets of ranks. It was developed by famous statistician Charles spearman's rank correlation coefficient.

$$P = 1 - \left\{ \frac{6\sum di2}{N} \right\}$$

EMPLOYEE AWARENESS TOWARDS VARIOUS WELFARE ACTIVITIES PROVIDED BY THE COMPANY

TABLE-1: STATUTORY WELFARE ACTIVITIES

Statutory Welfare Activities	No. of Employees	Percentage (%)
Workman's Compensation	118	98
Maternity Benefits	53	44
ESI Benefits	73	61
Sickness Benefit	97	81
Safety Measures	97	81

A.   Non- Statutory Welfare Activities

Non- Statutory Welfare Activities	No. of Employees	Percentage (%)
Working conditions	104	87
Health Services	93	76
Housing Loans	108	90
Recreation Facilities	76	63
Transportation	117	98

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Table-1(A&B) depicts that employee aware of statutory and non statutory welfare activities provided by industries, through my research, we found that most of the employees well known about work man's compensation, sickness benefits, housing loans, Transportation, working conditions and rest of employees they need awareness towards (ESI, Recreation, health & Maternity) welfare facilities for that industries should have efficient Welfare officer to educate the employees regarding these welfare activities.

TABLE- 2: EMPLOYEE DEGREE OF IMPORTANCE TOWARDS WELFARE ACTIVITIES

Welfare Activities / Dimensions	Very important	Important	Not important	Not at all important	Score	Mean Score
Factory sanitary & cleanliness	45	55	0	0	534	**4.45**
Canteen Facilities	31	63	5	1	509	**4.24**
Recreation Activities	23	46	15	16	451	**3.75**
Employee Health Facilities	44	53	2	1	528	**4.4**
Designing of welfare programmes	**39**	**50**	**8**	**3**	**528**	**4.4**

Table 2 illustrates that Most of the employees opinion "Factory sanitary & cleanliness" have first rank; in these industries followed by Employee health facilities, designing of welfare programmes, Canteen facilities and Recreation activities. Industry has been maintaining cleanliness but employees were not satisfied with those things. They needs to more Health benefits, welfare programmes, canteen facility and Recreation in order to full fill their physiological and safety needs, these Maslow's motivational factors leads to increase organization productivity.

TABLE - 3: EMPLOYEE LEVEL OF SATISFACTION TOWARDS WELFARE FACILITIES

Dimensions / Welfare Measures	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Mean
Salaries/Benefits	16	44	47	12	1	3.51
Work Environment	19	80	19	2	0	4.00
Ventilation and Lighting	31	22	63	3	1	3.70
Safety Measures	23	59	31	7	0	3.81
Work Timings/ Scheduling	19	60	26	13	2	3.70
First – Aid facilities	29	53	33	4	1	3.90
Accident preventions	19	62	37	1	1	3.80
Medical check-ups	27	30	57	5	1	3.64
Canteen facilities	23	47	47	21	1	4.05
Safety Committee	40	50	18	10	2	4.00
Transportation	35	50	27	8	0	3.93
Rest rooms	24	83	12	0	1	4.10
P.F	19	34	48	18	1	3.43
Insurance facilities	22	52	25	21	0	3.62

Table:3 depicts that Employees were highly satisfied with intra - mural facilities provided by the industry this research reveals that sound health Environment at these industries. We found that they were neither satisfied nor dissatisfied with P.F & Insurance provided by the industries due to weak trade unions in these industries. We observed that somewhat Employees satisfied with Safety and Security measures provided by the industries. This might be increase employee turnover it not reflects the industry brand image utmost. We could be advised that maintain effective Trade Unions to get sound Welfare measures in industry.

STATISTICAL TOOLS
CHI-SQUARE TEST

TABLE - 4: SHOWING THE RELATIONSHIP BETWEEN VARIOUS DEPARTMENTS AND WELFARE BENEFITS

Departments / Welfare Benefits	Human resource Dept	Production Dept.	Melting Dept.	Spun Dept.	Casting Dept.	Total
Ventilation & Lighting	15	17	25	20	17	**94**
Salaries & Benefits	13	6	19	10	12	**60**
Timings & Schedules	18	13	19	16	14	**80**
Provident Fund Benefits	12	9	13	15	8	**57**
Insurance Facilities	14	9	20	20	12	**75**
Total	**72**	**54**	**96**	**81**	**63**	**366**

TEST HYPOTHESIS
H0 = There is no Significant relationship between Department and Welfare Benefits.
H1= There is Significant relationship between Department and Welfare benefits.

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CALCULATIONS

Oij	Eij	$\frac{(Oij - Eij)2}{Eij}$
15	18.4	0.6282
17	13.8	0.742
25	24.6	0.0065
20	20.8	0.0307
17	16.1	0.0503
13	11.8	0.122
6	8.85	0.9177
19	15.7	0.6936
10	13.2	0.7757
12	10.3	0.2805
18	15.7	0.3369
13	11.8	0.122
19	20.9	0.1727
16	17.7	0.1632
14	13.7	0.0065
12	11.2	0.0571
9	8.4	0.0428
13	14.9	0.2422
15	12.6	0.4571
8	9.8	0.3306
14	14.7	0.0333
9	11.06	0.3836
20	19.6	0.0081
20	16.5	0.7424
12	12.9	0.0627
χ^2=	7.4084	

Degree of Freedom   = (Row-1) (Colum-1)
$$= (5-1)\ (5-1)$$
$$=\ (4)\ (4)$$
$$=\ 16$$

16 degree of freedom at 5% L.O.S is 26.296.

Results:

$\chi2$ Tabulated Value: 26.296

$\chi2$ Calculated Value: 7.4084

$\chi2$ Cal < $\chi2$ Tab: Hence it accepts Null Hypothesis.

It is inferred from the above result that the calculated value is less than the tabulated value. Hence there is no significant relationship between department sand welfare benefits.

SPEARMAN'S RANK CORRELATION

TABLE: 5: CORRELATION B/W STATUTORY AND NON STATUTORY WELFARE ACTIVITIES

Statutory Welfare Activities	No of Respondents	Non-Statutory Welfare Activities	No of Respondents
Workman's compensation	118	Working conditions	104
Maternity benefits	53	Health services	93
ESI benefits	73	Housing loans	108
Sickness benefits	97	Recreation facilities	76
Safety measures	97	Transportation facilities	117

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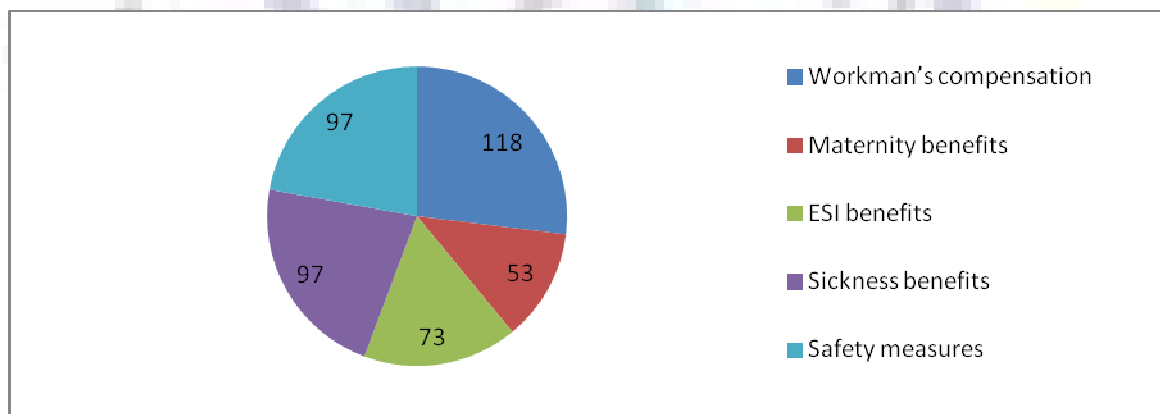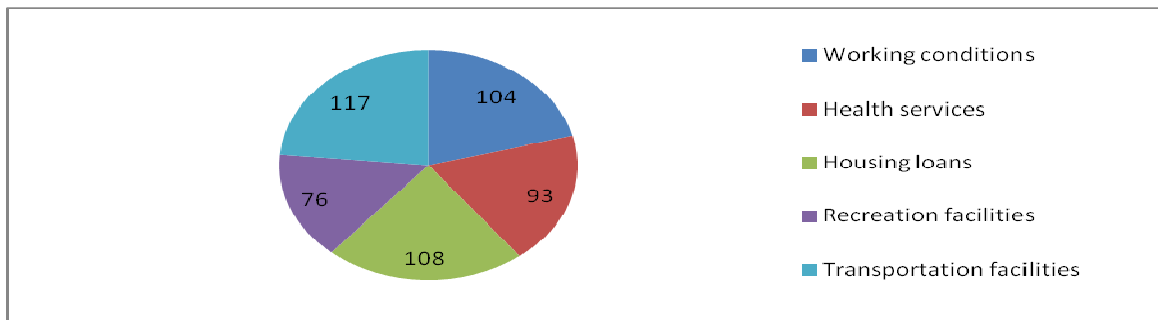
X	Y	Rx	Ry	di=Rx-Ry	di²
118	104	1	3	-2	4
53	93	5	4	1	1
73	108	4	2	2	4
97	76	2.5	5	2.5	6.25
97	117	2.5	1	1.5	2.25
				Total	17.50

p=0.125

It is inferred from the above results that there is a positive correlation between statutory activities and Non – statutory welfare activities.

RECOMMENDATIONS

❖ Employee welfare in these cluster industries in Chittoor district we profound to Improve in the field of recreation facilities, Maternity benefits, safety equipments, compensatory arrangements on medical grounds, promotion for the employees in the industry.

❖ We initiate certain Modifications in the field of rest room facilities, Safety measures, service awards and other motivational factors necessary in Melting, Spun and production Departments. In these employees are spending most of the time at huge heat generating machines in industries, they required all safety measures to protect themselves.

❖ Betterment is required in the work of welfare inspector, placements of dependents expiring during services, transfer policies and disciplinary and appeal rule proceedings.

❖ The trade unions and the employee's cooperative societies, which are run by the trade union, have to change their work as more transparent and easily viable to the employees.

❖ Administration can thick of formulation of a problem solving committee including the employees and administration for the better solution of the welfare problems of the employees. This committee can conduct hearings from the employees or then can conduct surprise visits to the different work spot, etc for understanding and by that solving the problems also.

❖ It is recommended that they should provide timely help to the workforce when they are in trouble, i.e. providing conveyance to hospital when injured, medicines etc.

❖ Betterment is required in the provisions of Factories Act 1948, such as Employment of young person's & women, Annual leave with wages, occupational diseases, enforcement and penalties for offences.

CONCLUSION

In our research we found that Employees in industrial cluster at Chittoor district are availing welfare measures such as recreational, medical, educational, housing, transportation, sanitation, safety and also statutory welfare measures such as Workmen Compensation, ESI, Sickness, P.F and Maternity benefits but these industries have to provide some more welfare facilities to their employees such as Gratuity, Pension, Welfare fund, so that they may retain the employees and their quality of work life. The organizations maintaining smooth relationship between Employees and management, which leads to attainment of organization efforts.

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MOTIVATORS AND INHIBITORS OF ONLINE SHOPPING IN HYDERABAD

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ABSTRACT

Online shopping offers wide range of benefits to internet users such as unique products, low price, convenience etc. despite these benefits there are various issues such as privacy, security, return of products. The purpose of this article is to examine motivation factors and hindrance factors for online shopping in Hyderabad. The population of this research is people from Hyderabad who have experience in purchasing product through online shopping site. Respondents were selected from different occupational groups, education, age, gender with a condition of internet shopping experience. A survey was conducted with pre-structured self administered questionnaire using importance and frequency scales on motivators and hindrances respectively. Snowball sampling was used to collect data from sampled respondents. Various statistical techniques such as mean, standard deviation and factor analysis are used for this study. The present study contributes an understanding of consumer perception towards these factors in B2C E-commerce in Hyderabad.

KEYWORDS

B2C Ecommerce, Motivators, Inhibitors, Online shopping and Quantitative Survey.

INTRODUCTION

Internet is rapidly growing as an important tool for attracting customers to search and shop product online leading the growth of business. E-commerce growth is tremendous in the world. According to computer world (2008), In "U.S. Online Retail Forecast, 2007-2012." offered by JupiterResearch LLC shows, non-travel-related e-commerce sales were $128 billion in 2007, up from $108 billion in 2006, and would grow to $148 billion in 2008, $166 billion in 2009, $182 billion in 2010, $199 billion in 2011, and $215 billion in 2012. According to Anjali Chandra (2011) online retail industry in India is expected to reach Rs 7,000 crore mark by 2015 as per ASSOCHAM predicts**.**

LITERATURE REVIEW

According to Pazgal and Sikka (2001) online shopping is more suitable for information based products like software and digital music, as they are easy to access online and does not require any physical medium for transportation.

Rettie (2001) hypothesized that a key motivating factor for people to visit, search, and shop online was the consumer's view that the Internet was a good place to provide information, access to explore and purchase "hard to find" goods.

Zhang (2001) states that online shoppers are more concerned with time saving in his study. He also found that high level of inertia is exhibited in online stores in comparison to bricks-and-mortar stores.

Grant and Waite (2003) stated that online shoppers spend time online due to interest in entertainment and purchase of educational type products available over the Internet. He also states youth prefers to use internet to escape from boredome and to maintain social network, and academic purpose and to establish and maintain communication with friends and family with friends.

Karyanni (2003) found shopping motives plays a major role in online shopping. As online shoppers are concerned with time saving, availability of 24 hours shopping and avoiding queues

According to Lee and Marlowe (2003) convenience is different based on age, life-style, comfort of consumer with technology for its easy use, and it plays a major role in online shopping decision.

OBJECTIVES

The main objective of present study is to investigate the motivators and inhibitors of online shopping in B2C perspective of E-Commerce in Hyderabad.

RESEARCH METHODOLOGY

The current study explores the buying behaviour of a sample of Hyderabad Internet Users' targeted at Business to Consumer (B to C) market segment. The respondents involved in this research study were selected from the population with the condition of having had experience in browsing or purchasing through the Internet (does not specify numbers of years using the Internet). In other words, this is known to be the measurement of Hyderabad consumers having Internet experience in shopping online. They were drawn from different occupational categories, education, age, gender or ethnic categories but all of them fulfilled the basic condition mentioned earlier.

POPULATION AND SAMPLE SIZE

The population of this study includes online shoppers in Hyderabad who have purchased different products from online shopping sites. Respondents were selected from different occupational groups, education, age, and gender with a condition of having internet shopping experience.

DATA COLLECTION

In the present study both primary and secondary data is used. Primary data is collected through self administered questionnaire from online shoppers in Hyderabad. Snow ball sampling technique was used to identify people having internet shopping experience. Secondary data involves various articles from journals, websites related to online shopping.

SURVEY INSTRUMENT

A structured questionnaire was developed on various factors of motivators and inhibitors of online shopping. It consists of two sections. First section involves questions with seven point rating scale of importance for motivators and second section involves questions with five point rating scale of frequency for inhibitors of online shopping. It was developed with discussion of experts and online shoppers and review of literature.

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DATA ANALYSIS

Data analysis was done using Statistical Package for Social Science (SPSS) Version 17.0 for the data gathered through structured questionnaire. Mean, standard deviation, and factor analysis were used as statistical tools.

TABLE I: MEAN, MEDIAN, STANDARD DEVIATION OF REASONS, PROBLEMS OF ONLINE SHOPPING

Variables	Mean	Median	Std. Deviation
Reason : Selection	6.04	6.50	1.501
Reason : Time	6.06	6.00	1.058
Reason : Price	5.31	5.00	1.103
Reason : Enjoy	4.88	5.00	1.269
Reason : Personalized product	5.02	5.00	1.238
Reason : Delivery	6.02	6.00	1.315
Reason : Unique	5.33	5.00	1.389
Reason : Convenience	5.82	6.00	1.495
Reason : Ease of comparison	5.41	6.00	1.553
Concern : Cost	3.42	3.00	1.230
Concern : Delay delivery	3.02	3.00	1.116
Concern : Failure to information	3.10	3.00	.848
Concern : Risk of security	2.40	2.00	1.192
Concern : Privacy	3.24	3.00	1.199
Concern : Difficult to cancel order	3.04	3.00	1.384
Concern : Poor service	3.04	3.00	.955
Concern : Low stock availability	3.57	4.00	.994
Concern : Difficulty in product return	2.81	3.00	1.363
Concern : Difficult in quality evaluation	3.47	4.00	1.039
Concern : Time consuming	2.88	3.00	1.043

Table-I explains that selection, time saving and timely delivery are perceived as most important reasons for online shopping by the respondents with mean of 6.04, 6.06 and 6.02 respectively. Whereas High cost, low stock availability, quality evaluation are most important concerns perceived by respondents with mean of 3.42, 3.57 and 3.47 respectively.

TABLE II: COMMUNALITIES FOR REASONS TO SHOP ONLINE

COMMUNALITIES		
	Initial	Extraction
Selection	1.000	.806
Time	1.000	.865
Price	1.000	.754
Enjoy	1.000	.822
Personalized	1.000	.855
Delivery	1.000	.791
Unique	1.000	.687
Convenience	1.000	.892
Ease of comparison	1.000	.767

EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS

Table-II explains the extraction communalities which are useful as these are obtained using extracted factors. In the present research eighty nine percent of the variance in 'convenience' is explained by the extracted factors. It is also useful to note that eighty six percent of variance is for time saving, followed by eighty five percent of variance is for personalized products is extracted by factors.

TABLE III: TOTAL VARIANCE EXPLAINED FOR REASONS

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.703	30.030	30.030	2.703	30.030	30.030	2.458	27.310	27.310
2	1.908	21.205	51.235	1.908	21.205	51.235	1.658	18.417	45.727
3	1.397	15.525	66.760	1.397	15.525	66.760	1.628	18.085	63.812
4	1.231	13.681	80.441	1.231	13.681	80.441	1.497	16.629	80.441
5	.535	5.942	86.383						
6	.438	4.863	91.246						
7	.379	4.216	95.461						
8	.309	3.438	98.899						
9	.099	1.101	100.000						
Extraction Method: Principal Component Analysis.									

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Table-III: explains that it is also important to note that out of nine variables, four factors can explain the 80.441 percent of variance. Total variance explained can be seen in the following table. It is important to note from the table that four variables have Eigen value of more than 1.

TABLE IV: ROTATED COMPONENT MATRIX FOR REASONS

	Component			
	1	2	3	4
Selection		.852		
Time		.900		
Price			-.517	.526
Enjoy				.905
Personalized			.918	
Delivery	.793			
Unique			.466	.577
Convenience	.927			
Ease of Comparison	.787			
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

Table-IV clearly depicts that with the help of factor analysis researchers are able to find out the underlying following four dimensions. It is clear that 'Selection', 'Time', which have similar factor loading are grouped into one factor. Similarly 'Price', 'Enjoy shopping' variables are grouped into second factor. Further variables such as 'Personalized product' and 'unique' are grouped into third factor. At last, 'Delivery', 'convenience', and 'ease of comparison' variables are grouped into fourth factor.

CONCERNS TO SHOP ONLINE

TABLE V: COMMUNALITIES FOR CONCERNS FOR ONLINE SHOPPING

Communalities	Initial	Extraction
Cost	1.000	.822
Delay in delivery	1.000	.684
Fail information	1.000	.703
Risk of security	1.000	.578
Privacy	1.000	.701
Difficult to cancel order	1.000	.789
Poor service	1.000	.501
low stock availability	1.000	.645
Difficulty in product return	1.000	.622
Difficult in quality evaluation	1.000	.760
Time consuming	1.000	.578
Extraction Method: Principal Component Analysis.		

Table No: V explains the extraction communalities which are useful as these are obtained using extracted factors. In the present research eighty two percent of the variance in 'cost' is explained by the extracted factors. It is also useful to note that seventy eight percent of variance is for difficult to cancel order, followed by seventy percent of variance is for both privacy and failure to give accurate information are extracted by factors.

TABLE VI: TOTAL VARIANCE EXPLAINED FOR CONCERNS

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.195	38.136	38.136	4.195	38.136	38.136	3.622	32.930	32.930
2	2.003	18.211	56.347	2.003	18.211	56.347	1.991	18.096	51.025
3	1.186	10.781	67.128	1.186	10.781	67.128	1.771	16.103	67.128
4	.859	7.807	74.935						
5	.696	6.330	81.265						
6	.610	5.545	86.810						
7	.424	3.858	90.668						
8	.371	3.370	94.037						
9	.285	2.591	96.629						
10	.229	2.083	98.711						
11	.142	1.289	100.000						
Extraction Method: Principal Component Analysis.									

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Table-VI explains that, out of eleven variables, three factors can explain the 67.128 percent of variance. Total variance explained can be seen in the following table. It is important to note from the table that three variables have Eigen value of more than 1.

TABLE VII: ROTATED COMPONENT MATRIX FOR CONCERNS

Rotated Component Matrix[a]	Component		
	1	2	3
High Cost	.727		-.453
Delay in delivery	.574	.500	
Fail to provide information		.728	
Risk of security	.719		
Privacy			.837
Difficult to cancel order	.881		
Poor service	.602		
Low stock availability			.718
Difficulty in product return	.732		
Difficult in quality evaluation		.861	
Time consuming	.660		
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

Table–VII clearly depicts that with the help of factor analysis researchers are able to find out the underlying following four dimensions. It is clear that 'High Cost', 'Delay in delivery', 'risk of security', 'difficult to cancel order', 'poor service', 'difficult to return', and 'time consuming' which have similar factor loading are grouped into one factor. Similarly further variables such as 'Failure to provide information' and 'difficulty in quality evaluation' are grouped into second factor. Finally variables such as 'Privacy'and 'Low stock availability', are grouped into third factor.

LIMITATIONS

The main limitation of this study is its scope, as results of present study are limited to study sample in Hyderabad. Another limitation is selection of respondents, as it is based on convenience. Finally study is subject to common limitation of non response error from respondents, incomplete sampling frame for study.

CONCLUSION

Companies are competing with each other to attract new customers and retain existing customers.The communication network and information technology development transformed the local and international markets growth. These allow the users in-depth search of information, product features and price comparisons, quality evaluation of the offerings of various suppliers. Moreover, there is a wider availability of "hard to find" products and greater selection of items. Hence there is lots of scope for e-commerce growth by understanding consumers motives and concerns.

SCOPE FOR FUTURE RESEARCH

The present study recommends future research to extend and expand its scope. As the study is focused on specific factors in Hyderabad, it can be expanded to other location of India. Future research can also identify other motivators and inhibitors which are not covered in present study.

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A STUDY ABOUT HEALTH PROBLEMS OF EMPLOYEES WORKING IN IT AND ITES INDUSTRY IN THE ASPECTS OF ERGONOMICS

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ABSTRACT

Ergonomics is a stream of science, which may be helpful for your health and helps you to recover from various kinds of problems. There are various studies conducted regularly, in reference to ergonomics, which helps in creating products that would provide more comfort and benefits to the people who use them. It has been seen that most of these studies have provide information that has been effective in creating an impact on the person. The health problems can be classified as short-run health problems and long-run health problems. Short-run health problems are those which comes into picture very soon as a person starts spending long hours in front of the monitor. It takes the form of tiredness, eye-pain, neck-pain, backache, shoulder-pain, headache, numbness and stiffness in joints. These problems lasts for few hours after work and some times from the beginning itself. To study the above mentioned short-run health problems more specifically, a sample of one hundred persons were taken into consideration on random basis. These people were selected from software companies and BPO's at different age group on random basis. The study concludes that the most common complaints brought about by Computer users are headaches, burning eyes and dry eyes, which are related to eyestrain. Because; good health and productivity are helpful in raising both human capital and physical capital which results in capital formation. Ergonomic problems cannot be completely avoided. They can, though be scientifically reduced by a better workstation and a combination of rest and exercise.

KEYWORDS
Ergonomics, Health Problems, Human Capital, Carpal tunnel Syndrome.

INTRODUCTION
The term ergonomics has been used widely in decorating homes and offices along with many other options. Ergonomics is a stream of science, which may be helpful for your health and helps you to recover from various kinds of problems. There are various studies conducted regularly, in reference to ergonomics, which helps in creating products that would provide more comfort and benefits to the people who use them. It has been seen that most of these studies have provide information that has been effective in creating an impact on the person. Technological innovation is essential for human progress. From the printing press to the **Computers**, from the first use of penicillin to the widespread use of vaccines, people have devised tools for improving health, raising productivity and facilitating learning and communication. Today technology deserves new attention. Why? Because digital, genetic and molecular breakthroughs are pushing forward the frontiers of how people can use **technology to eradicate poverty.** These breakthroughs are creating new possibilities for improving **health** and nutrition, expanding knowledge, stimulating economic growth and empowering people to participate in their communities.

Today's technological transformations are inter-wined with another transformation-**Globalization** –and together they are creating a new paradigm: the network age. These transformations expand opportunities and increase the social and economic rewards of creating using technology. They are also altering how- and by whom technology is created and owned, and how it is made accessible and used. Human development is also an important means to technology development. Technological innovation is an expression of human potential. Higher levels of education make especially powerful contributions to technology creation and diffusion. More scientists can undertake research and development, and better – education farmers and factory workers can learn, master and use techniques with greater ease and effectiveness. So, human development and technological advance can be mutually reinforcing, creating a virtuous circle. Technological innovations in agriculture, medicine, energy, manufacturing and communications were important – though not, the only – factors behind the gains in human development and poverty eradication. **Globalization** propels technological progress with the competition and incentives of the global marketplace and the world's financial and scientific resources. And the global market place is technology based, with technology a major factor in market competition.

REVIEW OF RELATED LITERATURE
Over the last fifteen years tremendous shifts have taken place in the perspective of educators towards technology. In the early 1980's the computer was looked upon as an agent of change (**Mehan, 1989**). It didn't take long for mixed results to temper this initial enthusiasm and reduce expectations. (**Hawisher, 1989**) Today the Internet and school networking is often times viewed the way computers were in the 1980's. Schools rush to "wire buildings" as an agent of change, without much depth in thinking about how this tool will contribute to student learning. The Internet and wiring, like their predecessor, the computer, are simply tools, which can be used effectively, with a common goal.

C. Paul Olson in his work "who computers" offers a published prescient in 1987 examination of the promises and problems offered by the intersections of computers and literacy with class and economics. **Charles Moran** points out, scholars in computers and writing have since treated Olson's essay as the first and final word on how economic and class concerns affect our field: aside from works by Moran, Cindy and Dickie Selfe, Donna LeCourt, Jeffrey Grabill, and a few others, this topic has to gain more attention than ignoring it they contend that economic issues are of deep concern to scholars and teachers in computers and writing, and ought to be more explicitly addressed.

In a recent retrospective article titles **"Health of the people" Moran** points out that computers and writing has constructed the functions of technology in the wired writing classrooms as fostering either efficiency (making the production and circulation of writing easier) or equity (making the classroom a more democratic space). Both efficiency and equity are concerns associated with economics, as **N. Gregory Mankiw**, current Chairman of the President's board of economic advisers points out, This is an issue of importance as well. **Marxian economists** point to increased efficiency as an increased rate of exploitation, and

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privilege equity as the highest economic value, while mainstream **neoclassical economists** contend that an equitable society can serve and be served by a highly efficient economy. Moran notes with reference to the **"increased productivity"** where computers can bring to student writing is, symptomatic of the common early view that computers would make writing more efficient, and that **Donna LeCourt's** hope that "technology offers a way to provide students with then means to critique how their textual practice participates in ideological reproduction; This reflects the growing view that technology can be used to serve critical pedagogy's end of fostering a more equitable classroom in their work on learning.

Olson in his work on **"Computers"** writes, "That computers are, plain and simple, is a very efficient tool for processing information". He also examines its problematic consequences, as one way to point towards some possible alternative perspectives and solutions that might finally ask not only who computers, but also what is computing. His evaluation explains how the disadvantages of using computers can be overcome.

According to **Anyon, Bernstein,** and others have demonstrated, and this should remind us once more that writing itself is a technology, and -- as such -- far more than mere instrument or tool. Olson notes that "Tools are used by people for particular ends," and "no tool autonomously organizes and employs itself". The Author **Bruce Pietrykowski** in his work on **"Health of people"** states that examination of "the identification of the campus as a significant site of capital accumulation" resulting "in the systematic conversion of intellectual activity into intellectual capital and, hence, intellectual property", and suggests that "the introduction of computer-based technologies may well signal a new terrain of struggle over the purpose and nature of higher education". Computer literacy education makes freshly visible the economic commoditization of higher education.

Cindy Selfe has pointed to the **Clinton administration's** repeated invocation of national economic productivity and competitiveness as the driving force behind computer literacy education. So, too, today we hear the **Bush administration** declare that the computer literacy education is the only way to keep Americans competitive in the global information economy. His economy is typically constructed as transcendent, as beyond intervention, as monolithic, market-driven, capitalistic, and immaterial, as evidenced by the discursive connections often drawn between the dreams of bodily and material transcendence of difference offered by the Web and the dreams of "what **Bill Gates** calls the **'friction-free' capitalism of the twenty-first century"** also offered by the Web.

In the Article titled **"The Health", Andrew Feenberg** observes that education has been "reorganized to provide capitalist industrialism with the type of workers it required". So too, **Stanley Aronowitz** notes that "Even for those schools that lay claim to the liberal intellectual tradition, the insistent pressure from many quarters to define themselves as sites of job preparation has clouded their mission and their curriculum", and goes on to suggest that "Perhaps the most urgent questions today concern whether the academic system has a genuine role in providing the space for learning, whether or not its curricula are useful to the corporate order." **Michael Porter** offers another counter to this transcendent and delocalizing discourse, describing the business advantages of what he calls "clusters": "A cluster is a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities". In pointing out the absence of an understanding of the significance of location in the literature on management, According to him the cheerleaders of the information economy do the same, constructing information as free flowing and transcending any material context.

Geetha Kumari and Pandey (2010), her study identifies the various health problems of the employess working in GCE and GIMT Gurgaon has been studies on the basis of answers received from the employees for the given questionnaire. Very few employees frequently use laptop at home. Also most of employees use desktop / workstation as alternative to laptop. The study concludes that seeing for wide advertisement media about various problems generated from working on computers and companies must do something for the better health of their employees.

STATEMENT OF PROBLEM

There are different ways to define ergonomics and one of the simplest methods of doing the same is to state it as a science or scientific discipline concerned with designing, which is based according to the human needs and making life more comfortable. Hence ergonomics can also be defined as a stream that applies theory, principles, data and methods of designing for optimizing human well-being and overall system performance. Ergonomics has often been termed as human engineering, and human factors. The emphasis of the study is on India as the growth of the Indian Software Industry. A healthy man enjoys work and is rewarded by a high degree of productivity. Good health is a prerequisite for human productivity and development process. It is essential for economic and technological development. The progress of the society depends on the quality of the people. Unhealthy people cannot make any valid contribution towards developmental programmes. Good health and productivity are interrelated; development is a process of growth in the direction of modernity, especially towards nation building and socio-economic progress. It is learnt that the people who spend long hours in front of the monitor are affected from the health problems.

The **health problems** can be classified as **short-run health problems and long-run health problems. Short-run health problems** are those which comes into picture very soon as a person starts spending long hours in front of the monitor. It takes the form of tiredness, eye-pain, neck-pain, backache, shoulder-pain, headache, numbness and stiffness in joints. These problems lasts for few hours after work and some times from the beginning itself. On the other hand, **long run health problems** occur if the short run health problems are allowed to continue and ultimately it takes the form of spinal cord injury, **repetitive strain injury**, nervous break down, cumulative trauma disorder, carpal tunnel syndrome, bursitis, tendonitis, dequervains syndrome, thoracic outlet syndrome, trigger finger or thumb, myofascial pain syndrome, reflex sympathetic dystrophy and shoulder impringement syndrome. So to avoid all these health problems a proper care must be taken from the beginning itself. To study the above mentioned short-run health problems more specifically, a sample of one hundred persons were taken into consideration on random basis. These people were selected from software companies and BPO's at different age group on random basis.

OBJECTIVES OF THE STUDY

Through the broad objective of the present work is to study the health status of people working on Computers, the objective may be stated as follows:
1.   To compare and study the health status of the people working on computers i.e., to examine if prolonged working hours on computers is the cause of health problems of if they are age induced.
2.   To compare the level of income based on their educational Qualification and the total years of expenditure.
3.   To analyze the short run and the long run health problems.

HYPOTHESIS

It is hypothesized sitting in front of the monitor for a very long time causes many health problems and The health problem persists if proper care is not taken.

PERIOD OF THE STUDY

The time period considered for the study is June'11– July '11 as the study involves a simple comparison of the health status of individuals falling under differing age category.

DATABASE

The study will be based on primary data mainly collected from Software companies and Business Processing Outsourcing Units (BPO'S)

METHODOLOGY

The present study is largely based on the primary data collected from one hundred respondents using questionnaires. The sample was randomly selected from leading BPO'S and Software companies. The questionnaire was designed to elicit information like the age, working hours and the health problems of people working on computers. Along with other variables, education and income was also taken into consideration.   The analysis of the data was done with the help of correlation and chi-square test to see the relationship between age to health problems and working hours to health problems.

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TOOLS FOR ANALYSIS

Statistical tools such as correlation and chi-square test have been used to study the relationship between age-health problems and working hours-health problems. These apart, average, percentage and growth rates have been applied wherever necessary. Further data has been classified and presented with the help of simple and complex tables as well as through exhibits.

LIMITATIONS OF THE STUDY

1. The extent of disease cannot be measured because it is a subjective factor.
2. The year 2006 is the only 1yr taken into consideration to study the short run health problems because it is comparison between one age group to another age group people.

Thus the present study would have been much more useful but for the above limitations.

RESULTS AND DISCUSSION

The purpose of the study is to compare the health status of people working on computers at different age groups. The present chapter is on **data analysis** and it takes into the objectives of the study for evaluation with the data collected for the purpose. The analysis of the data was mainly done based on the objectives as the framework for the study. With this scenario as the backdrop, **the study took up a detailed analysis of one hundred persons working on Computers at different age groups.** For this purpose, the selection of people working on Computers at different age groups was done on a **random basis**. The people working on Computers at different age groups were selected from software companies, and BPO's. The technique of random sampling was adopted, where one hundred questionnaires were distributed to people working on Computers at different age groups starting from 15-20yrs, 20-25yrs, 25-30yrs, 30-35yrs, 35-40yrs, and 40-45yrs.These questionnaires were distributed to people working on Computers at different areas namely software companies and BPO's to cover the above-mentioned age groups i.e. from 15-20yrs to 40-45yrs.

The selection of the people at different age group was made on their educational qualification, which was classified as **professionals (i.e. B.E and M.C.A), postgraduates and undergraduates at different age groups.** Out of this classification of 100 persons, there were 60 professionals at different age groups starting from 20-25yrs, 25-30yrs, 30-35yrs, 35-40yrs and 40-45yrs. All these professionals were either MCA's or B.E respondents selected on random basis from different software companies. It is an established fact that age plays a dominant role in shaping the personality and values of work responsibility, to participate in different walks of life. Keeping this point in mind age composition of respondents has been presented below in **Table 1** with the percentage of the respondents.

TABLE 1: AGE WISE CLASSIFICATION OF PEOPLE WORKING ON COMPUTERS

S.No	Age groups in years	No.of Respondents	Percentage
1	15-20	8	8%
2	20-25	10	10%
3	25-30	12	12%
4	30-35	15	15%
5	35-40	23	23%
6	40-45	32	32%
	Total	100	100

Source: Primary Data

The **Table 1** shows the classification of the sample and the respondents working on Computers at different age groups. The sample of one-hundred persons working on Computers were selected, out of which 8 persons were at the age group of 15-25 yrs, 10 persons of the age group of 20-25 yrs, 12 persons of the age group of 25-30yrs, 15 persons of the age group 30-35yrs, 23 persons of the age group 35-40yrs and 32 persons of the age group of 40-45 yrs respectively. For which the percentage of the sample is shown as above and also with the help of the Pie diagram as shown below. Where in the sample size 8% of the respondents are in the age group of 15-20yrs, 10% of the sample is in the group of 20-25yrs, 12% of the sample is in the age group of 25-30yrs, 15% of the sample is in the age group of 30-35yrs, 23% of the sample is in the age group of 35-40yrs and 32% of the sample is in the age group of 40-45yrs.

The **Table 1** is also explained with the help of Chi-square test(χ2) as follows where the observed frequency and the expected frequency are given in the table 1, with the help of the above data the Chi-square test is done.

Hypothesis: Age is not related to the sample of respondents working on computers, i.e. Age and number of people are independent.

TABLE 2: CHI-SQUARE ANALYSIS

Factor	Calculated Value	Table Value	d.f	Significance
Age	420.86	11.071	5	Ho: Rejected

The table value of Chi-square (χ^2) for 5 degrees of freedom at 5% level of significance is 11.071. The calculated value of χ^2 is much higher than the table value and hence the result of the experiment does not support the above hypothesis. We can thus, conclude that the age and the number of people working on computers are directly related.

TABLE 2: THE SUB-CLASSIFICATION OF THE SAMPLE ACCORDING TO WORKING HOURS AND THE NUMBER OF RESPONDENTS AT THE AGE GROUP OF 15-20 YRS

Working hours	Number of respondents
4hrs	3
5hrs	5
Total	8

Source: Primary Data

Table 2 explains the fact that 3 of tem work for 4 hours in a day and 5 of them work for 5 hours a day respectively in the age group of 15-20yrs where it makes up a total of 8 respondents from the total sample size of 100. This also indicates that the people in this age group work for lesser number of hours in a day. In this age category there are totally 8 respondents from the total sample size 100 since then people are all fresher, they work for more or less number of hours and they are also paid less compared to the other age category.

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TABLE 3: THE SUB-CLASSIFICATION OF THE SAMPLE BY EDUCATION, INCOME AND WORKING HOURS AT THE AGE GROUP OF 20-25 YRS

Income level per month (In Rs.)	Total number of working hours per day and Educational qualification. (Hour)									Total	Experience in years
	Professional Qualification (B.E & MCA)			PG			UG				
Hours	8	9	10	8	9	10	8	9	10		
Below 5,000	-	-	-	-	-	-	-	-	4	4	0
5,000-10,000	2	-	-	1	-	-	-	-	-	3	3
10,000-15,000	-	3	-	-	-	-	-	-	-	3	3
15,000-20,000	-	-	-	-	-	-	-	-	-	0	0
Total	2	3	-	1	-	-	-	-	4	10	6

Source: Primary Data Collection.

Table 3 shows the distribution of educational qualification, earnings per month and the number of working hours per day for the 20-25 yrs-age category. From the above table it many be observed that the distribution of respondents on the basis of qualification included five professionals, a post-graduate and four under-graduates. For the 20-2yrs age category there were 10 respondents based on this the classification of the sample were made according to their education, income and working hours respectively where the earnings per month ranged from Rs.5,000 to Rs.20,000 per month, corresponding to the educational qualification and the working hours per day. It is thus seen that in this age category there are 3 respondents who are professionals and 3 respondents who were a postgraduate and 4 respondents who were under graduates, making a total of 10 in this age category.

TABLE 4: THE SUB-CLASSIFICATION OF THE SAMPLE ACCORDING TO EDUCATION, INCOME AND WORKING HOURS AT THE AGE GROUP OF 25-30YRS

Income level per month (in Rs.)	Total number of working hours per day and Educational qualification.									Total	Experience In years
	Professional Qualification (B.E & MCA)			PG			UG				
Hours	8	9	10	8	9	10	8	9	10		
10,000-15,000	1	2	-	1	-	-	-	-	-	4	5
15,000-20,000	-	1	-	1	-	-	1	-	-	3	6
20,000-25,000	2	-	-	-	1	-	-	-	-	3	7
25,000-30,000	1	-	-	1	-	-	-	-	-	2	8
Total	4	3	-	3	1	-	1	-	-	12	26

Source: Primary Data Collection.

Table 4 explains the sub-classification of the sample according to their educational qualification, income level and working hours per day in the age group of 25-30years. This shows that people with higher experience work for less number of hours and they are paid more and it is the other way for people with less experience work for longer hours but they are paid less. It also shows that the professionals are paid more than the Postgraduates and the under graduates. The next in rank is the PG's who are paid more than the UG's. Thus according to the educational qualification the income varies from each respondent.

TABLE 5: THE SUB-CLASSIFICATION OF THE SAMPLE BY EDUCATION, INCOME AND WORKING HOURS AT THE AGE GROUP OF 30-35YRS

Income level per month (in Rs.)	Total number of working hours per day and Educational qualification.									Total	Experience In years
	Professional Qualification (B.E & MCA)			PG			UG				
Hours	8	9	10	8	9	10	8	9	10		
10,000-15,000	3	1	-	1	-	-	-	-	-	5	10
15,000-20,000	1	1	-	-	-	1	-	-	-		11
20,000-25,000	3	-	-	-	-	--	-	-	-	3	12
25,000-30,000	4	-	-	-	-	-	-	-	-	4	14
Total	11	2	-	1	-	1	-	-	-	15	47

Source: Primary Data Collection.

Table 5 explains the classification of the sample by their educational qualification, income level and the working hours of the people in the age group of 30-35years. This table shows that people with higher qualification work for less number of hours per day in front of the monitor and they are pain more, likewise people who are not Professionals are paid less but they work for longer hours. Even in this age group Professionals are paid more than the PG's and the UG's. In this group professionals are more in number than the PG's and there are no UG's in this list.

TABLE 6: THE SUB-CLASSIFICATION OF THE SAMPLE BY EDUCATION, INCOME AND WORKING HOURS AT THE AGE GROUP OF 35-40YRS

Income level per month (in Rs.)	Total number of working hours per day and Educational qualification.									Total	Experience In years
	Professional Qualification (B.E & MCA)			PG			UG				
Hours	8	9	10	8	9	10	8	9	10		
10,000-15,000	3	1	-	2	-	-	-	-	-	6	14
15,000-20,000	2	1	2	-	-	-	-	-	-	5	18
20,000-25,000	2	2	-	-	-	-	-	-	-	4	15
25,000-30,000	4	2	2	-	-	-	-	-	-	8	19
Total	11	6	4	2	-	-	-	-	-	23	66

Source: Primary Data Collection

Table 6 shows the classification of the sample by their educational qualification, income level and the number of working hours of the people in the age group of 35-40 years. This shows that the people who are professionally qualified work for less number of hours and they are pain more, since people in this age group

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are more in number. From the above table it is revealed that the Professionals in all age groups are more in number than the PG's and the UG's, the table explains that there are only 2 Post graduates working for 8hrs and getting 25,000-30,000 earnings per month.

TABLE 7: THE SUB-CLASSIFICATION OF THE SAMPLE BY EDUCATION, INCOME AND WORKING HOURS AT THE AGE GROUP OF 40-45YRS

Income level per month (in Rs.)	Total number of working hours per day and Educational qualification.									Total	Experience In years
	Professional Qualification (B.E & MCA)			PG			UG				
Hours	8	9	10	8	9	10	8	9	10		
10,000-15,000	5	4	1	-	-	-	-	-	-	10	15
15,000-20,000	3	1	1	-	-	-	-	-	-	5	16
20,000-25,000	2	1	2	-	-	-	-	-	-	5	18
25,000-30,000	6	4	2	-	-	-	-	-	-	12	22
Total	16	10	6	-	-	-	-	-	-	32	71

Source: Primary Data Collection

Table 7 explains the classification of the sample according to their educational qualification, income level and the number of working hours in the age group of 40-45 years. People who are working in this age group are more in number since they are all well experienced people. This table shows that the Professionals are more in number than the PG's and the UG's and they receive more earnings than the other category of the people, the 40-45yrs age group shows that people are more in number working for lesser hours and receiving more income. This also shows their experience level and their efficiency in their work.

TABLE 8: CLASSIFICATION OF HEALTH PROBLEMS OF PEOPLE AT DIFFERENT AGE GROUPS

Age Groups (In yrs)	Number of People Working on Computers	Health Problems
15-20	8	Tiredness, Headache, Backache, Neck pain and Eye pain.
20-25	10	Tiredness, Headache, Backache, Neck pain and Eye pain.
25-30	12	Tiredness, Headache, Backache, Neck pain and Eye pain.
30-35	15	Tiredness, Headache, Backache, Neck pain, Eye pain and Shoulder pain.
35-40	23	Tiredness, Headache, Backache, Neck pain, Eye pain, Shoulder pain, Numbness and Stiffness in joints.
40-45	32	Tiredness, Headache, Backache, Neck pain, Eye pain, Shoulder pain, Numbness and Stiffness in joints.
Total	100	

Source: Primary Data Collection.

Table 8 explains that the number of working hours in front of the monitor increases the number of health problems and it also shows the relationship of the age groups of the people. This table explains the fact that the health of an individual is also related to his age, because when a person of lower age group works for more hours in front of the monitor, he suffers from lesser number of health problems when compared to a person of higher age group working in front of the monitor for more hours.

Karl Pearson's Correlation Co-efficient is calculated for given data for number of people in working on computer is r = 0.94 this shows high degree positive correlation. It was observed from the table 8 that the age and health of an individual is directly related with each other. The same was confirmed using a test correlation where r (Karl Pearson's Correlation Co-efficient) equals 0.94. This indicates that there exists a high degree positive correlation between the two variables age and the health of an individual.

Table 8 is also proved with the help of **Chi-Square Test (χ^2)** where the **Hypothesis is set:** that the age and the health of an individual are not related to each other they are independent.

Factor	Calculated Value	Table Value	d.f	Significance
Age	62.54	11.071	**5**	Ho: Rejected

The table value of χ^2 is much higher than the table value and hence the result of the experiment does not support the hypothesis. We can thus, conclude that age and the health of an individual is directly related to each other. This shows that age matters a lot for an individual to face all kinds of health problems where there are short-run and long-run health problems; this also shows that if proper care is not taken the individual suffers from long-run health problems. One can avoid health problems in the short-run if proper care is taken.

TABLE 9: CLASSIFICATION OF PEOPLE WORKING ON COMPUTERS, THEIR WORKING HOURS AND THE NUMBER OF PERSONS SUFFERING FROM HEALTH PROBLEMS

Working Hours X	Number of Persons Y	Health Problems
1	3	Tiredness, Eye pain, Headache, Backache and Neck pain.
2	6	Tiredness, Eye pain, Headache, Backache and Neck pain.
7	27	Tiredness, Eye pain, Headache, Backache and Neck pain and Shoulder pain.
8	27	Tiredness, Eye pain, Headache, Backache and Neck pain, Shoulder pain, Stiffness in joints and Numbness.
9	21	Tiredness, Eye pain, Headache, Backache and Neck pain, Shoulder pain, Stiffness in joints and Numbness.
10	16	Tiredness, Eye pain, Headache, Backache and Neck pain, Shoulder pain, Stiffness in joints and Numbness.
Total	100	

Source: Primary Data Collection.

Karl Pearsons Co-efficient of Correlation is r = 0.78 this shows high degree positive correlation. It was observed from the **Table 9** that the **health** of an individual and the **working hours** per day are **directly related** with each other. The same was confirmed using a test of correlation **where r (Karl Pearson's Correlation co-efficient) equals 0.78.** This indicates that there exists degree of positive correlation between the two variables – working hours and the number of persons suffering from health problems.

Table 9 is also proved with the help of **Chi- square test (χ^2)** where the **HYPOTHESIS** is set; that the health of the people is not affected by the working hours i.e. health and working hours are independent.

Factor	Calculated Value	Table Value	d.f	Significance
Working hours	41.27	11.071	**5**	Ho: Rejected

The table value of χ^2 for 5 degrees of freedom at 5% level of significance is 11.071. The calculated value of χ^2 is much higher than the table value and hence the result of the experiment does not support the hypothesis. We can thus, conclude that working hours is directly related to the health problems/ status of the people. In the light of the above analysis the following points are noted:

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CONCLUSION AND SUGGESTIONS

There are different ways to define ergonomics and one of the simplest methods of doing the same is to state it as a science or scientific discipline concerned with designing, which is based according to the human needs and making life more comfortable. Hence ergonomics can also be defined as a stream that applies theory, principles, data and methods of designing for optimizing human well-being and overall system performance. Ergonomics has often been termed as human engineering, and human factors. **A**nd finally coming to the conclusion, it was noted that **the Health of an individual is also related to his age**, because **when a person of lower age group works for more hours in front of the monitor, he suffers from lesser number of Health problems when compared to a person of higher age group working in front of a monitor for large hours**. Thus, there exists a high degree positive correlation between the age of an individual and the total number of working hours in front of the monitor.

Generally, occasional aches and pains go away in a day or two, especially when anything is overdone. But if one has the symptoms of **RSI** regularly while using a Computer then one should go to the doctor immediately. Dealing with this early is critical to limiting to damage and to space a word of hurt, trouble and frustration. No doubt that Computers are a fact of modern life. The migration towards expanding career opportunities in **information technology** is happening with breath taking speed in India, attracting unbelievable large number of people mostly bright **young people**. It's occupational environment, however holds the threat of opening or aggravating a **basket of health problems**, if needed preventive steps are not taken.

Continuously sitting in front of the monitor without proper workstation leads to backache. **Almost 80%** of the people have back pain at some point and Computers are making the problem worse. Improper Keyboard placement, table height and working placement of work causes shoulder pain complaint and neck pain. There is a lot of movement of the neck while a Computer. We move forward to look at the screen and backward while visualizing on the Computer or looking at the reference material. This makes the neck and the backbone prone to injury.

The **most common complaints** brought about by Computer users are headaches, burning eyes and dry eyes, which are related to eyestrain. It lasts for a few hours after work and some times persists till the next day. The **Carpal tunnel Syndrome (CTS)** is also common among Computer operates that its symptoms are coffee counter conversation favorites. Burning pain and tingling in the wrist, hand, thumb as well as the first three fingers is a common indicator of CTS. When the Computer users strain to look at the monitor, the head is positioned in front of the shoulders, rather than directly over them. When the health of an individual is affected, it's not that; only he is at a loss but on the whole, the economy is at a loss. Because; **good health and productivity** are helpful in raising both human capital and physical capital which results in **capital formation**. **Ergonomic problems** cannot be completely avoided. They can, though be scientifically reduced by a better workstation and a combination of rest and exercise.

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A STUDY ON THE USAGE OF KNOWLEDGE MANAGEMENT PRACTICE IN AVASARALA TECHNOLOGIES LIMITED (ATL)

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ABSTRACT

This project deals with the "A Study on the Usage of Knowledge Management" in Avasarala Technologies Limited (ATL). The method adopted for collecting the data for this project is primary data. The data mainly deals with the Usage of Knowledge Management towards employees in the organization. This explains two fundamental approaches to knowledge management. The tacit knowledge approach emphasizes understanding the kinds of knowledge that individuals in an organization have, moving people to transfer knowledge within an organization, and managing key individuals as knowledge creators and carriers. By contrast, the explicit knowledge approach emphasizes processes for articulating knowledge held by individuals, the design of organizational approaches for creating new knowledge, and the development of systems (including information systems) to disseminate articulated knowledge within an organization. The relative advantages and disadvantages of both approaches to knowledge management are summarized. A synthesis of tacit and knowledge management approaches is recommended to create a hybrid design for the knowledge management practices in a given organization. We have represented the collected data in the form of tables and diagrammatic representation. The analysis part carried out in this project by using Chi-square test and Correlation through the statistical package SPSS.

KEYWORDS

Chi-square test, Knowledge Management, Tacit Knowledge.

INTRODUCTION

Managers concerned with implementing knowledge management in their organizations today face a number of challenges in developing sound methods for this still emerging area of management practice. Both the growing literature on knowledge management and the advice offered by various knowledge management consultants; however, seem to advocate forms of knowledge management practice that often appear incomplete, inconsistent, and even contradictory. This paper suggests that the current lack of coherence in the diverse recommendations for knowledge management practice results from the fact that the development of both theory and practice in this emerging field is being driven by two fundamentally different approaches to identifying and managing knowledge in organizations.

COMPANY PROFILE

Avasarala was started as a project consultancy company in 1985 to lend technical expertise to the Indian machinery manufacturing industry. In a hope to capitalize the latent potential in this segment, the company forayed into manufacturing in 1986. It began indigenous design, development and fabrication of Special Purpose Process Machinery and Automation Systems for diverse client needs in the global arena.

An in-depth understanding of client needs and aligning processes to meet changing demands enabled Avasarala to emerge as a reliable technical partner to a variety of industries. Leveraging its capabilities as a technically versatile company, it diversified its business interests to allied areas. Today, Avasarala has grown into a diverse corporate entity with an established lead position in niche categories including Engineering Design, Process Machinery, Conveyors & Automation Systems, Electron Guns for picture tubes and CDT, Tungsten Rod, Wire and Powder products, Health Care. Alliances with world leaders in different fields enabled Avasarala to deliver high quality solutions and consistently update its processes to meet evolving demands. In Healthcare, the technical alliance with Ulco Medical helped it stay at the forefront of medical equipment manufacture. Identifying new opportunities for growth has been one of the strong points of Avasarala. Backed by the strength of its in-house R & D capabilities, it set up a non-sag tungsten manufacturing facility in Mysore in 1993. Today, it is the undisputed leader in the category, and its products are exported to USA, Europe and other world markets. Recognitions for the Avasarala's technical excellence have come from different quarters including. The Govt. of India CSIR award in process industry category. Avasarala's commitment to customer delight is endorsed by its highly energized and motivated employees

VISION & VALUES

VISION

To be a globally recognized organization providing competitive solutions, quality products and services through innovative capabilities.

CORE VALUES & BELIEFS

Abide by fair business practices and customer-satisfaction, Empower employees by encouraging pro-active learning and care for their welfare, Foster continuous improvement, innovation and creativity in products and services through aligned thinking, team spirit and a partnering approach, Lead through inspiration and

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thereby deliver consistent quality, Fulfill commitments by always willing to walk the extra mile, Protect and conserve the company's resources with the same zeal, as one would do with personal resources, Attend to any matter pertaining to customers on an immediate basis ,Recognize problems and respond in a positive manner

QUALITY

All the divisions are ISO 9001 - 2000 certified, Healthcare division has CE marking for few of its products, Good House Keeping, Records maintaining & Retrievably of records are supported by practicing 5S, Continuous improvement encouraged by KAIZEN, Machine capability enhanced through TPM, Product Quality ensured by FEM & FMEA, Resonance enhancement & Review methodology for upkeep of QMS, Each of the division is ISO certified and also abides by industry specific norms

QUALITY POLICY OF AVASARALA

The Avasarala Group ensures building customer confidence by providing consistently good quality products and excellence in service through continual improvement of its practices and processes.

QUALITY OBJECTIVE

Continued training of personnel to imbibe quality as a culture among its people, Strictly adhering to the quality manual in all its operations, To be abreast of the latest technology to become innovative, To be a bench mark in customer services and support, To create an excellent work environment and maintain good house keeping

REVIEW OF LITERATURE

KNOWLEDGE MANAGEMENT (KM)

Truthfully, KM doesn't have one meaning. Everyone defines it differently. But all the varied opinions seem to agree on one thing-KM is capturing what everyone in your department knows. And capturing what everyone in a legal department knows can make the difference between winning and losing a case, or at the very least between spending thousands of dollars and spending millions.

What KM boils down to is finding ways to minimize redundancy, in turn saving time and cutting costs. How a legal department decides to follow through with this initiative depends on a number of factors. But there are some clear steps you must execute well to build a successful process.   - BY KEITH ECKER

Defining the concept of KM is difficult, since different perspectives of KM can yield different dimensions and meaning. A good KM definition is given by Swan, Scarborough & Preston (1999), who defined it as "any process or practices of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and Performance in organization."

There are two types of KM

1.   Explicit
2.   Implicit

Explicit - also referred to as information, this is tangible knowledge.

Example: E-Mails, Status and case updates, Contract and policy templates, Audio content.

Implicit – also referred to as tacit knowledge, this is information stored inside people's heads.

Example: Expertise in a certain practice area, knowledge about a specific law, knowledge about a specific case.

Knowledge management brings to mind many things to many people. But in a business setting, a practical definition prevails. The basic definition of knowledge management is discussed, as well as those concepts critical to its effective deployment.

This section examines:

The effect of knowledge management, how knowledge management is different from information management, types of knowledge, the knowledge chain and its role in measuring the success of knowledge practice and the basic knowledge management applications.

THE GENERAL KNOWLEDGE MODEL
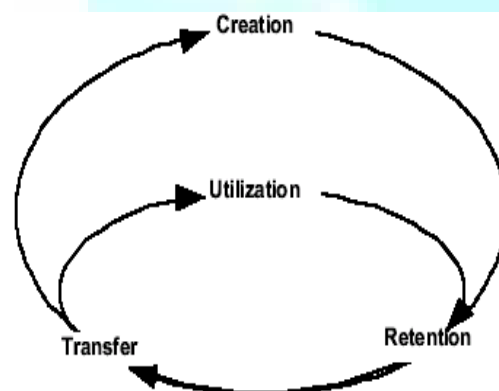
Knowledge Creation. This comprises activities associated with the entry of new knowledge into the system, and includes knowledge development, discovery and capture.

Knowledge Retention. This includes all activities that preserve knowledge and allow it to remain in the system once introduced. It also includes those activities that maintain the viability of knowledge within the system.

Knowledge Transfer. This refers to activities associated with the flow of knowledge from one party to another. This includes communication, translation, conversion, filtering and rendering.

Transfer of Knowledge improves system quality by providing quick feedback, a variety of alternatives, predictable screen changes, and enhanced customer support.

Knowledge Utilization. This includes the activities and events connected with the application of knowledge to business processes.

KNOWLEDGE AND LEARNING WITHIN A PROJECT

Knowledge has a long established role in theories designed to explain organizations and their performance. In earlier theories it appeared under the guise of "technology." Lately, theorists have given knowledge a more explicit role of its own.

This focus on knowledge derives from several key insights:

• Environmental turbulence (e.g., regulatory and technology changes) has forced many organizations to innovate faster and to operate more efficiently. This pressure requires a focus on continual learning and renewal.

• Specialist or distinctive knowledge embodied in products or services can be a source of competitive advantage and therefore drive value creation.

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• The means by which organization is effected (lines of authority, integrating committees, etc.) can be conceptualized in terms of knowledge and information processing.
• Knowledge and information have characteristics that distinguish them from other organizational resources, e.g., persistence, negligible cost of duplication, low visibility, and intangibility.

PROTECTION PROCESSES USING KNOWLEDGE MANAGEMENT

Security-oriented knowledge management processes are those designed to protect the knowledge within an organization from illegal or inappropriate use or theft. For a firm to generate and preserve a competitive advantage, it is vital that its knowledge be protected. Similar to application-oriented processes, this has also received little attention in the literature. Many may assume that a firm can protect its knowledge via patents, trademarks, copyrights, and so on. However, not all knowledge can be defined according to property laws and property rights. Because protecting knowledge is inherently difficult, it should not be abandoned or marginalized. Steps can be taken to protect the asset, such as incentive alignment, employee conduct rules, or job designs. In addition, an organization can develop technology that restricts or tracks access to vital knowledge. Irrespective of the difficulty in protecting knowledge, it is a process that is important for an organization. For an asset to be the source of a competitive advantage, it needs to be rare and inimitable. Without security-oriented processes, knowledge loses these important qualities.

KNOWLEDGE MANAGEMENT APPLICATIONS

The four key applications of knowledge management are based on a model that regards knowledge management's primary role as the sharing of knowledge throughout the organization in a way that each individual or group understands the knowledge with sufficient depth and in sufficient context as to apply it effectively in decision making and innovation.

INTERMEDIATION

Intermediation is the connection between knowledge and people. Intermediation refers to the brokerage function of bringing together those who seek a certain piece of knowledge with those who are able to provide that piece of knowledge. It is a fundamental step in internal and external responsiveness. Its role is to ''match'' a knowledge seeker with the optimal personal source(s) of knowledge for that seeker. Two types of intermediation are common, asynchronous and synchronous.

Asynchronous intermediation occurs when externalization and internalization do not occur simultaneously. In this case, an external knowledge repository stores the knowledge while it is in transit. Knowledge is captured in the knowledge base, often before a specific need for that knowledge elsewhere in the organization has arisen. When a knowledge seeker requires that knowledge, the knowledge base can be searched and the relevant knowledge extracted. This approach is typically best suited to explicit knowledge.

Synchronous intermediation occurs when externalization and internalization occur simultaneously. Knowledge is not stored while being transferred. Knowledge provider and knowledge seeker engage in direct communication. The challenge is to match knowledge providers with knowledge seekers intuitively and in a timely manner. This approach is far more common in tacit knowledge transfer.

EXTERNALIZATION

Externalization is the connection of knowledge to knowledge. It refers to the process of capturing knowledge in an external repository and organizing the knowledge according to some classification framework or ontology. A map or structure of the knowledge collection is provided as a facilitator to knowledge discovery. It is focused on bringing order to internal and external awareness.

INTERNALIZATION

Internalization is the connection of knowledge to query. It is the extraction of knowledge from an externalized repository, and filtering it to provide personal relevance to the knowledge seeker. Closely tied to an externalized knowledge base, internalization reshapes the knowledge base specifically to address the focal point of the query issuer.

COGNITION

Cognition is the linking of knowledge to process. It is the process of making or mapping decisions based on available knowledge. Cognition is the application of knowledge that has been exchanged through the preceding three functions. It is a highly proactive form of internal and external responsiveness. In its simplest form, cognition is achieved by applying experience to determine the most suitable outcome to an unprecedented event, opportunity or challenge.

OBJECTIVES & LIMITATIONS

OBJECTIVES OF THE PROJECT
1. To study the best HR practices of Knowledge Management in ATL.
2. Understand the present status of Knowledge Management in ATL.
3. Identify the strengths and weaknesses of Knowledge Management in
ATL and also suggest for converting the weaknesses in to strength.
1. To study the employee satisfaction about the supervision in ATL.
2. To create awareness about Knowledge Management and its policies.

LIMITATIONS OF THE PROJECT:
Most of the respondents were uncomfortable in answering many questions in the questionnaire as they were not aware of Knowledge Management.

RESEARCH METHODOLOGY

COLLECTION OF DATA
Collection means the assembling, for the purpose of particular investigation of entirely new data, presumably not already available in published sources. The task of data collection begins after a research problem has been defined and research design plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., Primary data and Secondary data.
The primary data are those, which are collected afresh, and the first time. And thus happen to be original in character.
The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process.
The method of collecting primary data and secondary data differs, since primary data are collected originally while in case of secondary data the nature of collection work is merely that of compilation.
According to Prof.J.Medhi, "Data is termed primary when the data collected for the first time by the investigation and is termed secondary when the data are taken from records or data already available".

SOURCES OF PRIMARY DATA
There are several methods of collecting primary data particularly in surveys and descriptive researches. Important ones are:
1. Observation method
2. Interview method
3. Through questionnaires
4. Through schedules
In the words of Prof.C.B.Gupta the term primary data refers to the statistical material which the investigator originates for the purpose of the inquiry in hand and the term secondary data on the other hand refers to that statistical material this is not originated by the investigator himself, but which he obtain from someone else's records.

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ADVANTAGES OF PRIMARY DATA
1.   It addresses the research question.
2.   The collection method is known.
3.   The exact data needed are collected.

DISADVANTAGES OF PRIMARY DATA
1.   Collecting and analysing data can be expensive.
2.   Researcher must have the necessary skills to conduct primary research.

SAMPLING METHOD
There are many methods sampling, In that the most widely used method is **Convenient Sampling Method.**

CONVENIENT SAMPLING METHOD
Convenience or opportunistic sampling is the crudest type of non-random sampling. This involves selecting the most convenient group available.

EXAMPLE
Using the first 20 colleagues you see at work.

TABULATION
Tabulation is the process of representing the data collected through survey, experiments, etc in rows and columns so that it can be more easily understood and can be used for further analysis.

A table is a systematic arrangement of statistical data in rows and columns. Rows are horizontal arrangement, whereas columns are vertical ones.

he purpose of a table is to simply the presentation and to facilitate comparisons. The simplification results from the clear cut and systematic arrangements, which enables the reader to quickly locate desired information. Comparison is facilitated by bringing related items of information lose together.

There are number of parts of a table may vary from case to case depending upon the given data. They are number table, title of the table, caption, and body of the table, head note, and footnote. There are two types of table. They are simple, complex tables and general, special purpose tables.

BAR DIAGRAMS
Bar diagram is a popular form of diagrammatic representation. This diagram consists of a series of rectangular bars standing on a common base. The bars are all of equal width and equi spaced. The lengths of the bars are proportional to their magnitude. The comparison among the bars is based only on lengths. This type of diagrams is called one-dimensional diagram. Bar diagrams are of two types:
1.   Vertical bar diagrams
2.   Horizontal bar diagrams.

The bar diagrams can be classified as:
1.   Simple bar diagram
2.   Multiple bar diagram
3.   Component or sub-divided bar diagram
4.   Percentage bar diagram

PIE DIAGRAM
A pie diagram is pictorial representation of a statistical data with several sub-divisions in a circular form. Component bar diagrams can also be drawn for such a data. But pie diagram is more appealing to eyes for comparison.

FOR EXAMPLE
The distribution of the revenue (cost, sales, profit, reserve, etc.) of a company can be represented in a pie diagram.

A pie diagram consists of a circle sub-divided into several sectors by radius. The area of the sectors is proportional to the values of the components. In order to draw a pie diagram the different values of the components are expressed in degrees taking the whole value as 360^0. A circle is drawn with convenient radius and different sectors are drawn with these angles at the centre. A look at the diagram will be more appealing if different colours are given to different sectors.

TESTING OF HYPOTHESIS
A hypothesis, or more specifically a statistical hypothesis, is some statement about Population parameter or about a population parameter or about a population distribution. If the population is large, there is no way of analyzing the population   or of testing the Hypothesis directly.   Instead, the hypothesis is tested on the   basis of the outcome of a Random sample.

Hypothesis is usually considered as the principal instrument in research its main function is to suggest new experiments   and observation. In fact may experiments are carried out with the deliberate object of testing   hypothesis. Decision - makers often face situations where in they are   interested in testing hypotheses on the   basis of available information and then take decisions on the basis of such testing.

The   basic concepts in the context of testing of hypothesis need to be explained.
- **Null hypothesis &**
- **Alternative hypothesis**

The null hypothesis is generally symbolized as H0 and alternative hypothesis as Ha. The alternative and null hypothesis is chosen before the sample is drawn. Alternative hypothesis is usually the one which one wishes to prove and the null   hypothesis is the one which one wishes to disprove. Thus a null hypothesis represents the hypothesis we are trying to reject , and Alternative   hypothesis represents all other possibilities . Null hypothesis should always be specific hypothesis. That   is, it should not state about or approximately   a certain value.

To test a hypothesis means to tell whether or not the hypothesis seems to be valid. In Hypothesis testing the main question is : Weather to accept the null hypothesis or not to Accept the null hypothesis . Procedure for hypothesis testing refers to all those steps that We   undertake for making   a choice between the two actions . That   is, rejection and Acceptance of a null hypothesis. The various steps involved In hypothesis testing can be depicted in the form of a flow chart.

A statistical hypothesis is some statement or assertion about a population or equivalently about the probability distribution characterizing a population, which we want to verify on the basis of information viable from a sample. If the statistical hypothesis specifies the population completely then it is termed as a simple statistical hypothesis otherwise it is called a composite statistical hypothesis.

CHI-SQUARE DISTRIBUTION
The chi-square test is an important test amongst the several tests of significance developed by Prof. Pearson. Chi-square symbolically written as χ^2 is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. As a non-parametric test, it can be used to determine if categorical data shows dependency or the two classifications are independent. It can also be used to make comparisons between theoretical populations and actual data when categories are used. Thus, the chi-square test is applicable in large number of problems. The square of standard normal varieties is known as chi-square varieties with 1 degree of freedom

Thus if $X \sim N(\mu, \sigma 2)$ then $Z = X - \mu/\sigma \sim N(0, 1)$ and $Z^2 = (X - \mu/\sigma)^2$ is a chi-square variate with n degrees of freedom.

In general if X_i (i=1, 2....n) are n independent normal varieties with mean μ and variance σ_i^2 (i=1, 2....n) then

$\chi^2 = \Sigma (X_i - \mu_i/\sigma_i)^2$ is a chi-square varieties with n degrees of freedom.

χ^2 tests are also used to test of goodness of fit and also as a test of independence in which case it is a non-parametric test.

CHI-SQUARE TEST OF GOODNESS OF FIT
A very powerful test for testing the significance between theory and experiment was given by Prof. Karl Pearson in 1900 and is known as chi-square test of goodness of fit.

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It enables us to find if the deviation if the experiment from theory is just by chance. If O_i (i=1,2….n) in set of observed frequencies and E_i is the corresponding set of expected frequencies, then Karl Pearson χ^2 is given by

$\chi^2 = \Sigma [(O_i - E_i)^2 / E_i]$ follows chi-square with (n-1) degrees of freedom.

CHI-SQUARE TEST OF INDEPENDENCE

χ^2 tests enable us to explain whether or not two attributes are associated. In order that we may apply the chi-square test either as a test of goodness of fit or as a test to judge the significance of association between attributes. It is necessary that the observed as well as theoretical or expected frequencies must be grouped in the same way and the theoretical distribution must be adjusted to give the same total frequency as we find in case of observed distribution χ^2 is the calculated as follows:

$\chi^2 = \Sigma (O_{ij} - E_{ij})^2 / E_{ij}$

where,

O_{ij}- observed frequency of the cell in the ith row and j^{th} column.

E_{ij}- expected frequency of the cell in the ith row and j^{th} column.

If two distribution (Observed and theoretical) are exactly alike, $\chi^2 = 0$; but generally due to sampling error, χ^2 is not to zero and as we must know the sampling.

Whether or not a calculated value of χ^2 is equal to or exceeds the table value, the different between the observed and expected frequencies is taken as significant, but if the table value is more than the calculated value of χ^2. Then the difference is considered as not significant.

DATA ANALYSIS & INTERPRETATION

CHART 6.1: CURRENT STATUS OF KNOWLEDGE MANAGEMENT IN ATL
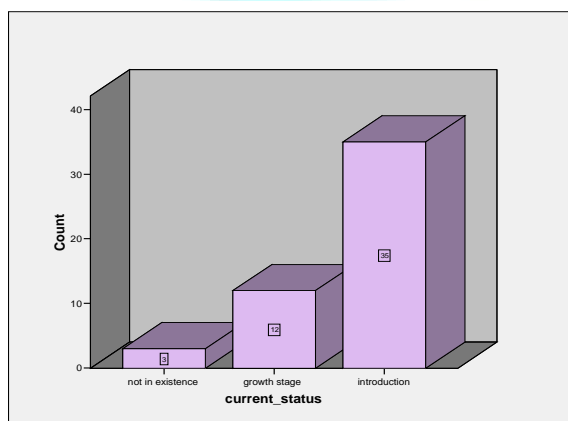
INFERENCE

From the above bar diagram, we interpret that the current status of the knowledge management of ATL is in introduction stage.

CHART 6.2: ROLE OF KNOWLEDGE MANAGEMENT IN ATL
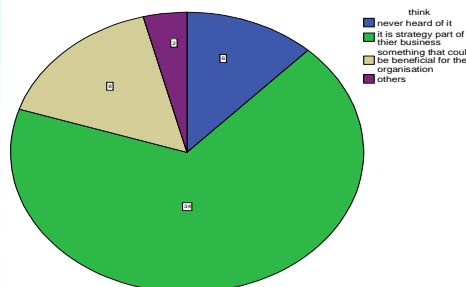
INFERENCE

From the above pie chart, we infer that 34 out of 50 employees are feeling that knowledge management is a strategy part of their business.

CHART 6.3: AGE VS. TIME TAKE FOR AN EMPLOYEE TO GET THE RELEVANT KNOWLEDGE IN ATL

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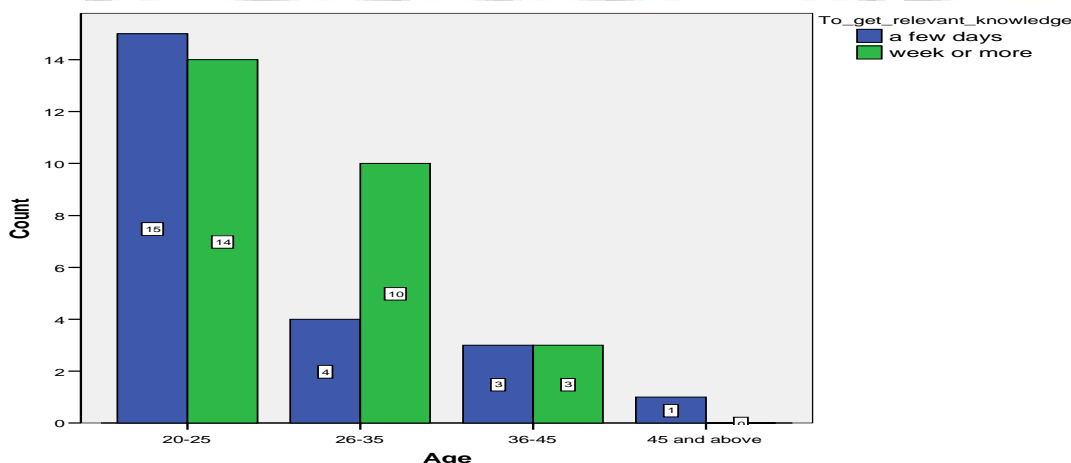
INFERENCE

From the above bar diagram, we infer that the employee gets the relevant knowledge in a week or more in the age group 20-25

CHART 6.4: ATL WITH RESPECT TO NEW KNOWLEDGE CREATION
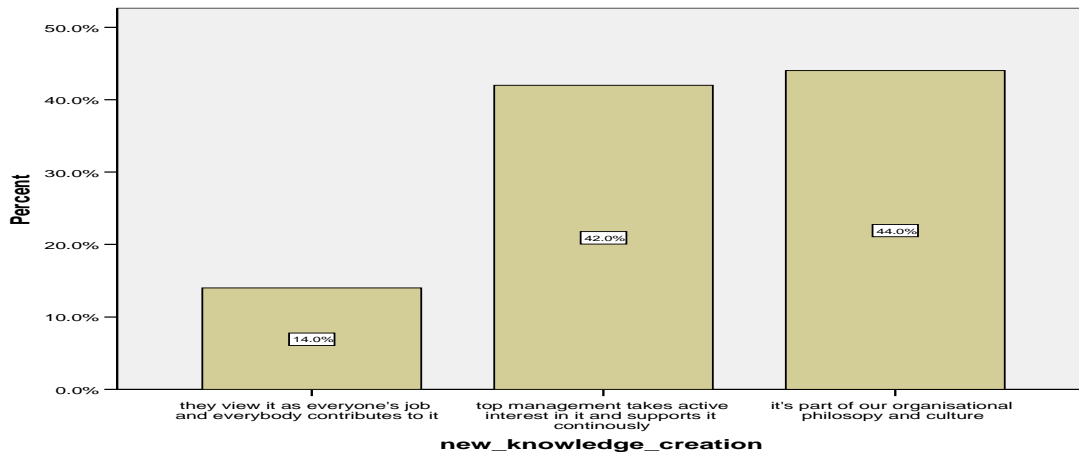
INFERENCE

From the above bar diagram, we infer that 44% of the employee thinks that the new knowledge creation is a part of the organizational philosophy and culture.

TABLE 6.5 FREQUENCY TABLE OF HOW EMPLOYEES CAN BE MOTIVATED USING KNOWLEDGE MANAGEMENT

		Count
Provided feedback	good	36
	fair	14
	poor	0
Led by example	good	42
	fair	8
	poor	0
Followed policies	good	40
	fair	10
	poor	0
Resolved complaints	good	38
	fair	8
	poor	4

INFERENCE

From the above frequency table, we infer that the employees are motivated good using knowledge management

FINDINGS OF THE STUDY

FINDINGS

There are more male (82%) workers when compared to female (18%), Most of the workers belong to the age group 20-25(58%), The current status of the knowledge management of ATL is in introduction stage, 68% of the employees are feeling that knowledge management is a strategy part of their business, Employees getting relevant knowledge in a week or more in the age group 20-25,Most of the employees are don't want to leave organization,44% of the employee thinks that the new knowledge creation is a part of the organizational philosophy and culture, In ATL, Gender is independent of facing difficulties in the company, In ATL, Employees are motivated good using knowledge management

CONCLUSION & SUGGESTION

CONCLUSION

Current status of the knowledge management of ATL is in introduction stage, In ATL they think knowledge management as a strategic part of their business, In ATL using knowledge management they satisfy their employees by Providing all necessary facilities, In ATL, employees are motivated good using knowledge management, In ATL, the new knowledge creation is a part of the organizational philosophy and culture. Organizations that have not implemented systematic knowledge management approaches should in most cases begin with tacit knowledge management practices of the type discussed in this chapter. Such practices are relatively inexpensive, fast to implement, and less challenging organizationally than full-blown explicit knowledge management practices, and they often create surprising organizational interest in and energy for developing more extensive knowledge management practices. In any event, implementation of tacit knowledge management practices should be seen and communicated within the organization as only the first step in an evolving management process that will eventually include more formal and systematic explicit knowledge management practices. Achieving some initial organizational successes through use of tacit knowledge practices also helps to build confidence that the much greater organizational demands involved in implementing explicit knowledge management practices will be worth the effort.

SUGGESTION

The management can appoint trainer who know the language of low level and higher level employees. There are important advantages to be obtained through both the tacit and explicit knowledge management approaches, and in many respects, the advantages of each approach can be used to help offset the disadvantages of the other. In any organization, therefore, the goal is to create a *hybrid design* for its knowledge management practice that synthesizes the "right" combination and balance of the tacit and explicit knowledge management approaches. Thus, the eventual goal for most organizations will be to devise

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and implement hybrid knowledge management practices in which explicit knowledge management practices complement and significantly extend their initial tacit knowledge practices.

SCOPE FOR THE STUDY

Since the study is general one, it can be adopted by many organizations, The Suggestion of the study can also be applied to similar project or situation, the study paves a way as a reference for the further study.

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OUTSOURCING OF HR SERVICES AT ITC MAURYA SHERATON HOTEL & TOWERS

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ABSTRACT

One very important trend in the recent times has been the growth of human resource outsourcing. HR outsourcing is the outsourcing of peripheral but necessary administrative tasks such as payroll, benefits, education/training, recruiting personnel, administration and to realize economies of scale. Rapidly changing market dynamics and global competitive pressures have caused organizations to spend more time focusing on their core business. As a result, human resources outsourcing is becoming increasingly prevalent. The number of companies outsourcing HR activities continues to rise, and the scope of outsourced HR activities continues to expand. HR outsourcing can happen in HR functions, like payroll administration (producing cheques, handling taxes, dealing with sick-time and vacations), employee benefits (Health, Medical, Life insurance, Cafeteria, etc), human resource management (hiring and firing, background interviews, exit interviews and wage reviews), risk management, etc. Outsourcing has become a common response to manage people and technology resources strategically, enhance services, and manage costs more effectively. Outsourcing non-core activities allows HR professionals to move away from routine administration to a more strategic role. The organization can focus on higher value-added activities while the outsourcing provider takes care of the day-to-day administration. Critical internal resources, such as technology and talent, can be devoted to company's core business. Outsourcing reduces the need for large capital expenditures in non-core functions. Thus, outsourcing becomes a strategy for reducing the capital intensity of the business. A growing number of executives understand the benefits it can bring in terms of not only cost savings, but also heightened strategic focus.

KEYWORDS

Competition, human resources, Outsourcing, strategic, technology.

INTRODUCTION

utsourcing is the strategic use of outside resources to perform activities traditionally handled by internal staff and resources. It is a management strategy by which an organization out sources major, non-core functions to specialized, efficient service providers. Companies have always hired special contractors for particular types of work, or to level-off peaks and valleys in their workload. They have always partnered, formed long-term relationships with firms whose capabilities complement their own; companies have always contracted for shared access to resources that were beyond their individual reach whether it be buildings, technology or people. The difference with simply subcontracting and outsourcing is that outsourcing involves the wholesale restructuring of the corporation around core competencies and outside relationships.

The companies strive to achieve efficiencies, improve customer service, to be more competitive and implement best practice while simultaneously reducing costs. Outsourcing, which is also known as contracting out, refers to an arrangement where an agency has an activity or function performed by a private sector provider, or by another organization. Under such arrangements the original agency retains overall responsibility for the activity. The main purpose of outsourcing is to allow an agency to concentrate on its core activities and to provide better value for money. It may also be pursued as part of an industry development policy.

Reliance on outsourcing by organizations to provide human resource functions is increasing. Outsourcing can increase a firm's access to specialized expertise that would not otherwise be available. Yet, in some other cases outsourcing acts to limit the development of organizational competencies or it can create inefficiencies due to the outsourcer's lack of knowledge of the organization.

Outsourcing is a matter of choosing between hiring and training internal staff or relying on external experts or services. Organizations must weigh the cost of staffing and administering an in house function against the cost of outsourcing. They must determine if it is possible to create and rely on an outsourced service or relationship and receive the results the firm needs. Most importantly they must decide if the expertise relative to a given HR function should be developed within the organization or should it allow the expertise to be imported by an outsourcer. Of course, it may be that the expertise of the caliper available through outsourcing is not always available for hire.

Researchers found that firms that have HR practices, which are unique and often not managed in a manner similar to those of their competitors, were not satisfied with the benefits they received from outsourcing. This is probably because these firm's practices are difficult for outsiders to learn and understand, thus making it necessary for either the outsourcer or the firm to make a considerable up front investment. Most likely the firm will have to pay the outsourcer to study its practices making outsourcing expensive or an outsourcer who takes the time to study the organization at own expense may find that providing services for such a company are too expensive and time consuming. In this complicated situation the outsourcer may not be able to gain the understanding or may not spend the time necessary to learn the organization well enough to be successful. With all these complications it is not surprising that executives at such companies feel especially strong that outsourcing services in human capital (training and the like) and recruitment and selection are not beneficial.

However the opinion of HR directors or managers who are at firms that face a great deal of financial and other business uncertainty and who were in industries characterized by volatility perceived strong benefit from outsourcing HR activities and functions. This was also true of firms in which managers are under a great deal of pressure to cut costs or to not create fixed costs such as acquiring additional staff and equipment. Apparently, it is easier to establish a flexible outsourcing arrangement rather than hire employees who will be released later during the next economic down turn. However, they feel that generalist activities were not beneficial when outsourced. This is probably because outsourcing must be managed carefully so that the company's relationship with the outsourcer is what the company needs and full value from outsourcing is received.

The question nobody ever asked was what about everything else? If an organization focuses on its core competencies how does everything else that is considered non-core get done? The rethinking of the corporation that the core competencies philosophy has inspired actually fueled the explosive growth in the use of outsourcing during the 1990's. Spending went from nearly zero at the beginning of the decade to $300 billion by the turn of the century. Not only did outsourcing facilitate the development of core competencies, but it also powered it.

Core competencies are an important way to think about a corporation and building those competencies is the path to success. Michael F. Corbett & Associates, Ltd. uses a simple test for identifying those competencies. First, if starting your company today would you do this yourself? If the answer is yes, then the

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function's criticality is widely recognized. Second, would other companies hire you to do this for them? This gets at your firm's ability to perform the task in question. Third, will tomorrow's CEO come from this area?

This question addresses the importance of the activity to the firm. Importantly, you must answer yes to all three questions before considering a business activity a core competency.

Non-core activities don't merit significant investments of precious capital or management time, but they still needed to be done and done well. The solution that allowed companies to focus on their core competencies was outsourcing. Instead of hollowing out the firm, as critics warned us it would do, outsourcing powered great advances because non-core but essential work could be handed to best-in-c1ass outside providers

NEED FOR STUDY

The major objective of studying this project in detail is to understand and identify the HR functions that can be conveniently outsourced in order to reduce the overall cost of the organization and help in improving the efficiency of the organization.

The significance of the project is to identify the HR functions/activities which can be outsourced in order to reduce cost and improve the efficiency of the HR department.

The objectives of the project were the identification of the HR functions that could be outsourced. After the same had been done based on the literature survey and the analysis of the policies and practices at the ITC Maurya Sheraton, the analysis of the HR activities that could be outsourced in terms of the basic criteria for outsourcing; cost, time and the efficiency. Also the cost effectiveness of the HR services/ areas that could be outsourced was done. This would lay the basis for the recommendation for the HR activities that could be outsourced. Since it is only a feasibility study thus no hypothesis is possible.

Every organization has limits on the resources available to it. Outsourcing permits an organization to redirect its resources, most often people resources, from non core activities toward activities which serve the customer. The organization can redirect these people or at least the staff slots they represent onto greater value adding activities.

The critical study of outsourcing would let a company focus on its core business by having operational functions assumed by an outside expert. In today's era of outsourcing, there are companies that can come to your rescue. You can basically out-source all of your human resource needs and save yourself the hassle, the staff, the administrative requirements and possibly some money as well.

Many companies around the world have turned to outsourcing to gain technological/process competence to manage operations better, cheaper, and faster. The rapid pace of technological change has made it increasingly difficult for companies to attract, retain, and invest in the necessary human and Information Technology (IT) resources required to stay at the forefront of today's business environments.

HR outsourcing delivers a full spectrum of hiring services: hourly and exempt hiring, university recruiting, resume management, test administration, screening of candidates, benefits administration, sourcing and more. First, it helps companies understand what is strategic about the organization's HR function. These tactical things are functions within HR that either a company does not have the core competencies to perform or would rather prefer them to be performed by outside experts.

An external expert will bring in a contemporary perspective, unfettered by your company's past. Cadbury, for instance, is buying the process of competency-profiling for all its managerial positions from Corporate Resources Group India (CRG India), a subsidiary of the Geneva-based HR consultancy.

Outsourcing any activity provides access to new skills and fresh insights. In that sense, it is always valuable. It will keep your operations lean, allowing you to focus on your competencies. New entrants like Reebok India and Heinz India used this principle to outsource their entire recruitment--from the search firms. Moreover, the cross-currents that affect hiring are so complex--from compensation trends to shifting MBA preferences, from the emergence of new B schools to the fortunes of different industries--that tracking them can be a real challenge.

LITERATURE SURVEY

In today's era of outsourcing, there are companies that can come to your rescue. You can basically out-source all of your human resource needs and save yourself the hassle, the staff, the administrative requirements and possibly some money as well.

Competitive advantage is found in the corporate-wide technologies and production skills that are organized into core competencies. The root of competitive advantage lies in core competencies, which allow businesses to adapt to marketplace opportunities. Outsourcing is the tool that allows organizations to focus on their core competencies. As organizations outsource those activities that are non-core, it frees management time and resources to focus on the activities that are core.

The importance and widespread use of the term and concept of core competencies is remarkable. Core competencies are skill and knowledge sets, not products or functions. They are in areas where the company can dominate the competition and they are embedded in the organization's systems.

Outsourcing of activities is now taking place at an increasing rate. It has been extensively used mainly in the areas of construction, business and property, transport and storage, communications, health education, museums, libraries, cleaning, gardening, training, marketing information and public relations, and in the information technology area.

Looking at theses groups two schools of thought regarding outsourcing can be seen. Group one believes in hiring experts to get salient and important functions off the ground and for monitoring functions that tend to require significant amounts of expertise on the part of outsourcers. This group has integrated the outsourcer into the organization by relying on them to provide functions that are a central part of HR such as organizational development, performance appraisal and employee relations. While group two has chosen to limit their reliance to highly technical aspects of HR such as design and implementation of HR information systems, payroll and compensation. Outsourcing any activity provides access to new skills and fresh insights. In that sense, it is always valuable

OBJECTIVES AND SIGNIFICANCE OF STUDY

The significance of the project is to identify the HR functions/activities which can be outsourced in order to reduce cost and improve the efficiency of the HR department.

The objectives of the project were the identification of the HR functions that could be outsourced. After the same had been done based on the literature survey and the analysis of the policies and practices at the ITC Maurya Sheraton, the analysis of the HR activities that could be outsourced in terms of the basic criteria for outsourcing; cost, time and the efficiency. Also the cost effectiveness of the H R services/ areas that could be outsourced was done. This would lay the basis for the recommendation for the HR activities that could be outsourced. Since it is only a feasibility study thus no hypothesis is possible.

OBJECTIVES

Identification of the HR functions that could be outsourced

Literature survey and the analysis of the policies and practices at the ITC Maurya Sheraton

Analysis of the HR activities that could be outsourced in terms of the basic criteria for outsourcing – in terms of cost and time.

Cost effectiveness of the HR services / areas that could be outsourced.

Recommendations for the HR activities that could be outsourced.

RESEARCH METHODOLOGY

SAMPLE

The sample consisted of telephonic interviews and E Mail exchanges with selected managerial and non managerial staff of the HR and other user departments.

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NATURE AND SOURCES OF DATA

The nature of data as applicable in this case is the primary (telephonic and E mails) data and secondary data. The primary data consists of the opinions of the HR functionaries about the goals of the HR department, their work load and efficiency. It also consists of some selective views of the managerial and non managerial staff of the user departments and the HR department regarding outsourcing. The secondary data consists of the review of the HR policies and the review of the various manuals and documents.

TOOLS AND TECHNIQUES

The tools and techniques used for primary data collections were questionnaires exchanged through E Mails and telephonic interviews. The tools and techniques for secondary data collection being the HR manual, induction manual, Training manual, HRD audit report and the training department report. The project thus aims to make contributions at the policy level regarding recommendation for outsourcing; in terms of the process level for outsourcing of activities to reduce cost and time and is expected to improve the efficiency and the effectiveness of the HR department.

LIMITATIONS OF THE PROJECT

The limitations are the non availability of any prior data on the said subject. The sample collected, especially the primary data has been very limited in nature. Also the time and cost are also a limiting factor.

ANALYSIS AND FINDINGS

Analysis of the findings revealed that a majority of the respondents were totally aware and some were partially aware of the outsourcing concept. Thus the awareness level was quite high among both the HR and the non HR functionaries.

AREAS WHERE THE CONCEPT CAN BE APPLIED

AREAS	PERCENTAGE OF RESPONDENT
human resource	13%
housekeeping	26%
security	21%
finance	15%
information technology	12%
marketing	8%
administration	5%

AREA WHERE THE CONCEPT CAN BE APPLIED

FIGURE 1
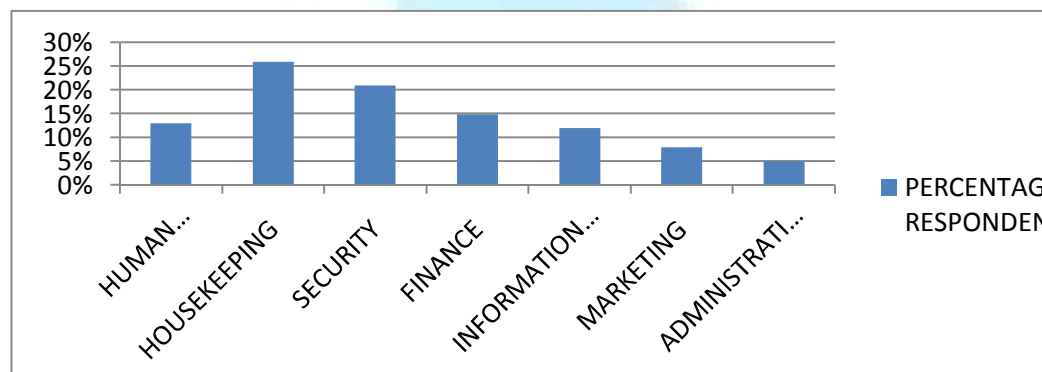
Analysis of the responses regards the probable areas for outsourcing among the functional areas i,e. Human Resources (screening of applications, training and development, employee benefits, industrial relations, appraisal and payroll / salary administration) Administration (mail room management) Marketing (direct mail, advertising, telemarketing, field sales) Information Technology (maintenance/repair, IT training, applications development; mainframe data centers) Finance (payroll processing, purchasing) Security and others (housekeeping and laundry) 26% responses were received for others e.g housekeeping, 21 % said that security could be outsourced , 15% said that the finance function could be outsourced , 13% said that human resources could be outsourced followed by information technology at 12% and 8% for Marketing and 5% for Administration. Thus a functional area like HR there was not very common as an area for outsourcing.

OUTSOURCING OF HR FUNCTION AT ITC

AWARENESS LEVEL	PERCENTAGE OF RESPONDENT
AWARE OF OUTSOURCING	60%
NOT AWARE	20%
DO NOT RESPOND	20%

AWARENESS LEVEL

FIGURE 2

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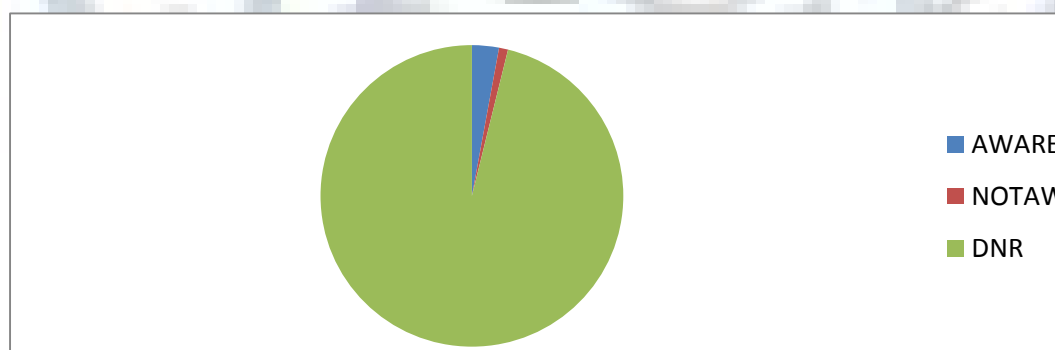
20% said that they were not aware whether the company currently outsourced the human resources function whereas 60% said that the company does outsource and balance did not respond. It was found that the company was resorting to outsourcing in some selected fields.

HR AREAS FOR OUTSOURCING

hr areas for outsourcing	percentage
screening	36%
payroll accounting	35%
training and development	15%
employee benefits(cafeteria,ir,appraisal and others)	14%

The human resources areas that could be outsourced among the ones identified which are screening, payroll accounting, training and development, employee benefits such as cafeteria, industrial relations, appraisal and others. Screening was the maximum with 36%, Payroll administration received the next highest number of responses at 35% followed by the training and development at 15% followed by appraisal at 5%, industrial relations at 4%, employee benefits at 3% and others 2%. Thus the most preferred areas identified were the payroll followed by initial screening in the recruitment process.

DECISION REGARDING OUTSOURCING
52 % of the responses received led to the finding that the decision lay with the functional heads. 39% said that the decision was made at the senior management level and only 9% said that the decision was with the top management. Thus it was the functional head who was the authority regarding outsourcing.
CRITERIA
The criteria that was most important while deciding on the activity to be outsourced, out of efficiency, in terms of time, service time, cost, expertise involved, nature of activity and any other criteria, Service time emerged as the as the most important. The next important criteria was the cost involved, the distinction between the core and non core, followed by expertise and others. Thus the most popular criteria was the service time and the cost involved. The organization could thus look into these criteria for the decision of outsourcing.

## ANALYSIS OF TIME SPENT BY HR FUNCTIONARIES ON HR AREAS
62% responses found that **they** would like to spend less time at the jobs than they currently spend and 38% revealed that they would like to spend more time than they currently spend. Thus the respondents would like to spend more time making the need for outsourcing necessary. Out of the time spent respondents handling payroll spent an average of 35% time in payroll which cost 45% of the human resources department cost whereas they would like to spend only 10% leading to the finding that the payroll function cost could be reduced to 13% if the function was outsourced. Similarly for screening job responsibility the average time was 37% which cost 35%. In this case they would like to spend 19% of the time which would reduce the cost to 18%. Thus it can be easily concluded that payroll and screening could be outsourced.

AREA OF HR AND COST INCURRED

AREA OF HR	COST INCURRED (PERCENTAGE)
payroll accounting	42%
screening	35%
t&d	9%
appraisal	6%
employee benefits	4%
others	3%
ir	1%

AREA OF HR AND COST INCURRED

FIGURE 3
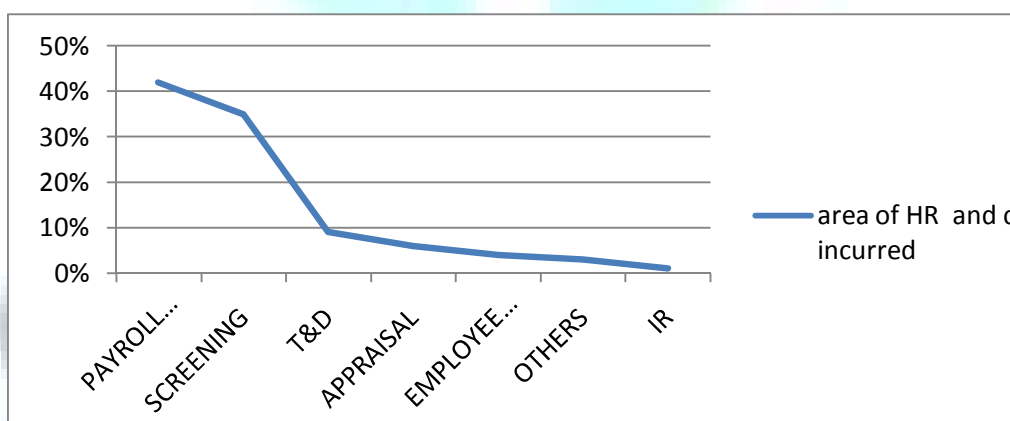
Payroll accounting incurred the highest with 42%, screening was the next highest at 35%, training and development at 9%, appraisal at 6% , employee benefits at 4%, others at 3% and industrial relations at 1 %. Thus the organization could look at cutting down these costs and spending more on other areas such as training and development, employee benefits.
COMPLAINTS / DELAYS FACED
Payroll accounting received the highest percentage of complaints with 31% , screening was the next highest at 27% followed by appraisal at 12%, training and development at 11%, industrial relations at 10%, employee benefits at 7%, others at 2%. Thus the highest percentage of complaints or delays were in payroll accounting followed by the screening. The organization should thus outsource its payroll accounting system and the screening keeping in the criteria established.

SUGGESTIONS AND RECOMMENDATIONS
Outsourcing thus has emerged as a key concept in shaving off a fat slice of the corporate cost structures. Outsourcing offers a cost benefit as well as better use of the manpower time in terms of the time spent. The global market for outsourcing is currently valued at $15 billion. Thus this will not only help in savings in terms of the costs and time but also in terms of more value addition to the tasks performed by the employees.

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The organization could thus look at outsourcing certain functions such as payroll and the initial screening process. Also a similar study could be conducted for other departments and functional areas. The service time was the most important criteria followed by the cost involved. Thus the most popular criterion were the service time and the cost involved. The organization could thus look into these criteria for the decision of outsourcing. The time spent by respondents handling payroll spent an average of35% time in payroll which cost 45% of the human resources department cost whereas they would like to spend only 10% leading to the finding that the payroll function cost could be reduced to 13% if the function was outsourced. Similarly for screening job responsibility the average time was 37% which cost 35%. In this case they would like to spend 19% of the time which would reduce the cost to 18%. Thus the payroll and the screening could be outsourced. Payroll accounting incurred the highest cost and screening was the next highest. Thus the organization could look at cutting down these costs and spending more on other areas such as training and development, employee benefits. Payroll accounting has the highest percentage of complaints and screenll1g the next highest .Thus the highest percentage of complaints or delays were in payroll accounting followed by the screening. The organization should thus outsource its payroll accounting system and the screening keeping in the criteria established.

It is thus recommended that while determining the worthiness of an outsourcing decision, it is important to put all financial figures into a model for financial analysis ensuring that the sourcing option with the highest value to the firm will be selected. Comparing current budgets to proposed budgets, helps determine if the outsourcing decision is financially sound. The items used in the comparison are operating budget, overhead budget, and capital budget. By comparing these budgets we can determine the budgetary cost savings associated with outsourcing.

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ANALYTICAL STUDY OF ICT SERVICES AND SKILLS IN THE MODERN EDUCATION SYSTEM

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ABSTRACT

In Information and communication technologies (ICTs) covers the services like Mobile, Group SMS, Email, Chatting, radio and television, computers, Internet and various newly introduced and upcoming digital technologies. These ICT services have potentially powerful enabling tools for educational system modification and reform. The practice of introducing different ICTs in the regular classroom and other educational services from last decade, it is suggests that the full awareness of the potential educational benefits of ICTs is not automatic. The operative integration of ICTs into the educational services is a complex, multi-layered process that involves not just technology but it required concentration given enough initial capital, technology make available is not the biggest part but also prospectus and pedagogy, institutional readiness; teacher capabilities and long-term financing are required. National Informatics Centre (NIC) of Central Government has taken initiatives for increasing Use of ICT for quality improvement also figures in Government of India's flagship programme on education, Sarva Shiksha Abhiyan (SSA). Again, ICT figured comprehensively in the norm of schooling recommended by Central Advisory Board of Education (CABE), in its report on Universal Secondary Education, in 2005. Most information systems in use today are based on the principles of databases, and so an understanding of databases is valuable for user. While using ICT services it is not only necessary to know the basic Idea of ICT and its use for educational development but also to manage with the daily life contexts of students-teacher interaction. This paper is an attempt to analyze use of ICT Implementation in Education.

KEYWORDS

Information and communication technologies, National Informatics Centre, Sarva Shiksha Abhiyan, Central Advisory Board of Education,

INTRODUCTION

Information and Communication Technology (ICT) is a subject in education in U. K. and which is a part of the Curriculum. Most of the students are choose to study ICT in Secondary Education level. Mostly this subject thought through online system with the help of British Educational Communications and Technology Agency.

Ministry of Human Resource Development (MHRD), Government of India says that India has around 1.2 million schools in which 290 million students attending school every day, under 35 state boards, two central boards and a host of educational agencies responsible for the administration and health of the schools. Given the size and enormity of needs, aspirations and issues to address, India has the state governments integrates ICTs in schools. The main aim of ICTs in schools of India includes

- *Information Distribution:* Engagement with Communities of Practice in the process of developing the National policy on ICT in school education
- *Strategy Interchange:* Sharing of learning, experiences and ideas from people and organizations working in/for ICT in education at national and regional scale
- *Partnerships:* Encourage and build focus groups with lead and member partnerships on content, infrastructure, capacity building, research and innovation and other key thematic areas
- *Information Combination:* Incorporate input, suggestions and recommendations to create an informed and enriched policy document, ready for implementation in the states.

LITERATURE REVIEW

Information and Communication Technologies for Educational development is a general term referring to the application of Information and Communication Technologies (ICTs) within the field of Educational process management. Information and Communication Technologies are acting as integrating and enabling technologies for the analogous and it has a profound impact on society. With the usage of new technologies the global community, can be supported in their collaboration to preserve the environment in the long term. New technologies provide utilities for Knowledge acquisition and awareness, early evaluation of new knowledge, reaching agreements and communication of progress. For this research we refer the college magazine, interact with students, teachers and principals. We also refer a national policy Central Government on ICT in school education in India

RESEARCH DESIGN AND METHODOLOGY

AREA OF RESEARCH

It is exploratory type of research which aims at studying the awareness of the Information and Communication Technology implementation and state-of-the-art development awareness in selected Colleges of Pune. Colleges are selected on the basis of student strength and accessibility to the researcher.

SAMPLING DESIGN

Universe　　　　　　　: Colleges from Pune City
Sampling Frame　　　 : Colleges using ICT Services
Sample Element　　　 : Sinhgad Institute, Indira Institute, Nevile Wadia Management Institute

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TOOLS APPLIED

The data collected from primary & secondary source will be analyzed by using statistical tools viz. percentage, average, Mean, Mode and deviations. The hypothesis was tested with the help of statistical techniques. The following statistical tools were applied:

1. Percentage Analysis
2. Frequency Analysis

SOFTWARE USED FOR ANALYSIS

Microsoft Excel 2007 and SPSS were used for data analysis.

RESEARCH OBJECTIVES

In this study aim to investigate necessity and accessibility of ICT implementation in Educational Institute, ICT is rapidly improving the services in Education. It also checks the effectiveness of ICT implementation by the government should take appropriate policies towards to monitor, working, Data analysis policies, role of ICT in rural developments. This research is focused on following objectives

- It is very difficult to tolerate technology for longer.
- At present digital technologies are everywhere in the society at every stages of life.
- Usually Institute can use technology more efficiently for contribution to quality education.
- Common problems can be solved in next step of clicking due to expectations.
- When we talk about education, there is a great tendency of discussing but there is need to record and Idea implementation through ICT

RESEARCH HYPOTHESIS

Study was beginning on the hypothesis based on the basis of experience in the use of Information and Communication Technology Implementation will develop specialized skills in education system. This main hypothesis supported by following sub hypotheses:

- An information and Communication Technology service Implementation adds efficiency and effectiveness in the youth.

PRESENT STATUS OF ICT IN EDUCATION

The main objectives of ICT services are students' teacher and Institute should be able to:

- Identify the services provided by ICT and its powerful implementation in regular use.
- Identify the main components of the hardware and other component in use
- Determine an accepting of the purposes of the main modules
- Recognize various peripheral devices
- Determine an accepting the functions of the various peripheral devices;
- Determine an accepting the local network in use in relation to the external network
- Determine an accepting of the main functions of the system software environment
- Determine an accepting of the features of the system software environment

For this research data is collected from the 72 students 33 teachers and 25 staff members of three prime Pune based national institutes.

The research paper is based on following questions. We also check

1. Students having more technology adoptability than others.
2. ICT services can change the face of traditional education.
3. ICT services make student teacher and institute updates.
4. ICT services can improve the student attendance in the classroom.
5. Employee has to improve their skill set and update themselves to survive.
6. As compare to urban students, rural students may lack behind due to implementation of ICT Services.

STATISTICS OF ABOVE QUESTIONS

All respondent given sincere answers it is found from almost all are valid answers most of answers are found filed or valid or meaningful. We also find Mean and maximum value of all the questions.

		Q1			Q2			Q3		
		Stud	Teach	Staff	Stud	Teach	Staff	Stud	Teach	Staff
N	Valid	71.00	32.00	25.00	70.00	31.00	24.00	71.00	33.00	24.00
	Missing	1.00	1.00	0.00	2.00	2.00	1.00	1.00	0.00	1.00
Mean		1.69	1.66	1.80	2.46	3.52	1.83	2.44	2.61	1.63
Mode		1.00	1.00	2.00	2.00	4.00	2.00	2.00	2.00	1.00
Std. Deviation		0.77	0.75	0.76	1.29	1.15	0.76	1.09	0.86	0.82
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

		Q4			Q5			Q6		
		Stud	Teach	Staff	Stud	Teach	Staff	Stud	Teach	Staff
N	Valid	72.00	33.00	25.0	71.0	33.00	25.0	72.0	33.0	25.0
	Missing	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Mean		3.54	3.00	4.24	2.18	2.12	1.80	3.17	3.09	3.00
Mode		4.00	4.00	5.00	2.00	2.00	2.00	4.00	3.00(a)	2.00
Std. Deviation		1.13	1.20	1.13	0.87	0.70	0.71	1.24	1.38	0.96
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00

Agreement level of Students having more technology adoptability than others: 86.1% of student respondent, 87.9 % of Teachers and 88% of Administrative staff are in favor of agreement and 13.9% of student respondent, 12.1 % of Teachers and 12% of Administrative staff are not in favor of agreement or neutral stand against agreement level of Students having more technology adoptability than others.

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		Frequency			Percent			Valid Percent		
		Stud	Teacher	Staff	Stud	Teacher	Staff	Stud	Teacher	Staff
Valid	Strongly Agree	33	15	9	45.8	45.5	36	46.5	46.9	36
	Agree	29	14	13	40.3	42.4	52	40.8	43.8	52
	Neither Agree nor Disagree	7	2	2	9.7	6.1	8	9.9	6.3	8
	Disagree	2	1	1	2.8	3	4	2.8	3.1	4
	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Total	71	32	25	98.6	97	100	100	100	100
Missing	System	1	1		1.4	3				
Total		72	33		100	100				

Agreement level of ICT services can change the face of traditional education.: 61.1% of student respondent, 21.2 % of Teachers and 76% of Administrative staff are in favor of agreement and 39% of student respondent, 79 % of Teachers and 22% of Administrative staff are not in favor of agreement or neutral stand against agreement level of ICT services can change the face of traditional education.

		Frequency			Percent			Valid Percent		
		Stud	Teacher	Staff	Stud	Teacher	Staff	Stud	Teacher	Staff
Valid	Strongly Agree	18	1	9	25	3	36	25.7	3.2	37.5
	Agree	26	6	10	36.1	18.2	40	37.1	19.4	41.7
	Neither Agree nor Disagree	9	7	5	12.5	21.2	20	12.9	22.6	20.8
	Disagree	10	10		13.9	30.3		14.3	32.3	
	Strongly Disagree	7	7		9.7	21.2		10	22.6	
	Total	70	31	24	97.2	93.9	96	100	100	100
Missing	System	2	2	1	2.8	6.1	4			
Total		72	33	25	100	100	100			

Agreement level of ICT services make student teacher and institute updates.: 56.9% of student respondent, 57.5 % of Teachers and 84% of Administrative staff are in favor of agreement and 43% of student respondent, 42.5 % of Teachers and 16% of Administrative staff are not in favor of agreement or neutral stand against agreement level of ICT services make student teacher and institute updates

		Frequency			Percent			Valid Percent		
		Stud	Teacher	Staff	Stud	Teacher	Staff	Stud	Teacher	Staff
Valid	Strongly Agree	15	1	13	20.8	3	52	21.1	3	54.2
	Agree	26	18	8	36.1	54.5	32	36.6	54.5	33.3
	Neither Agree nor Disagree	16	7	2	22.2	21.2	8	22.5	21.2	8.3
	Disagree	12	7	1	16.7	21.2	4	16.9	21.2	4.2
	Strongly Disagree	2			2.8			2.8		
	Total	71	33	24	98.6	100	96	100	100	100
Missing	System	1		1	1.4		4			
Total		72		25	100		100			

Agreement level of ICT services can improve the student attendance in the classroom: 16.7% of student respondent, 36.3% of Teachers and 4% of Administrative staff are in favor of agreement and 83.3% of student respondent, 44.7% of Teachers and 96% of Administrative staff are not in favor of agreement or neutral stand against Agreement level of ICT services can improve the student attendance in the classroom

		Frequency			Percent			Valid Percent		
		Stud	Teacher	Staff	Stud	Teacher	Staff	Stud	Teacher	Staff
Valid	Strongly Agree	4	4	1	5.6	12.1	4	5.6	12.1	4
	Agree	8	8		11.1	24.2		11.1	24.2	
	Neither Agree nor Disagree	21	8	7	29.2	24.2	28	29.2	24.2	28
	Disagree	23	10	1	31.9	30.3	4	31.9	30.3	4
	Strongly Disagree	16	3	16	22.2	9.1	64	22.2	9.1	64
	Total	72	33	25	100	100	100	100	100	100

Agreement level of Employee has to improve their skill set and update them to survive: 62.5% of student respondent, 69.7% of Teachers and 84% of Administrative staff are in favor of agreement and 73.5% of student respondent, 31.3% of Teachers and 16% of Administrative staff are not in favor of agreement or neutral stand against agreement level of Employee has to improve their skill set and update them to survive.

		Frequency			Percent			Valid Percent		
		Stud	Teacher	Staff	Stud	Teacher	Staff	Stud	Teacher	Staff
Valid	Strongly Agree	17	6	9	23.6	18.2	36	23.9	18.2	36
	Agree	28	17	12	38.9	51.5	48	39.4	51.5	48
	Neither Agree nor Disagree	22	10	4	30.6	30.3	16	31	30.3	16
	Disagree	4	0		5.6			5.6		
	Strongly Disagree	0	0							
	Total	71	33	25	98.6	100	100	100	100	100
Missing	System	1			1.4					
Total		72			100					

Agreement level of As compare to urban students, rural students may lack behind due to implementation of ICT Services: 37.5% of student respondent, 33.4% of Teachers and 40% of Administrative staff are in favor of agreement and 42.5% of student respondent, 76.6% of Teachers and 60% of Administrative staff are not in favor of agreement or neutral stand against Agreement level of As compare to urban students, rural students may lack behind due to implementation of ICT Services.

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		Frequency			Percent			Valid Percent		
		Stud	Teacher	Staff	Stud	Teacher	Staff	Stud	Teacher	Staff
Valid	Strongly Agree	6	6	0	8.3	18.2	0	8.3	18.2	0
	Agree	21	5	10	29.2	15.2	40	29.2	15.2	40
	Neither Agree nor Disagree	11	8	6	15.3	24.2	24	15.3	24.2	24
	Disagree	23	8	8	31.9	24.2	32	31.9	24.2	32
	Strongly Disagree	11	6	1	15.3	18.2	4	15.3	18.2	4
	Total	72	33	25	100	100	100	100	100	100

CONCLUDING REMARKS

Following are the concluding remarks of the paper

- Student, Teachers and Administrative staff are in favor of agreement level of Students having more technology adoptability than others
- Student, Teachers and Administrative staff are in favor of agreement or neutral stand against agreement level of ICT services can change the face of traditional education
- Student, Teachers and Administrative staff are in favor of agreement or neutral stand against agreement level of ICT services make student teacher and institute updates
- Student, Teachers and Administrative staff are not in favor of agreement or neutral stand against Agreement level of ICT services can improve the student attendance in the classroom
- Student, Teachers and Administrative staff are in favor of agreement or neutral stand against agreement level of Employee has to improve their skill set and update them to survive.
- Student, Teachers and Administrative staff are not in favor of agreement or neutral stand against Agreement level of As compare to urban students, rural students may lack behind due to implementation of ICT Services

LIMITATION OF RESEARCH

Current study is based on ICT Impact in Educational System in three Pune based institute and 72 students 33 teachers and 25 Administrative staff members of those institutes.

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A COMPARATIVE STUDY OF ORGANISATIONAL CLIMATE: INDIAN MULTINATIONAL COMPANIES IT EXECUTIVES VS. FOREIGN MULTINATIONALS COMPANIES IT EXECUTIVES

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ABSTRACT

Recent decade is been the decade of information technology, every walk of our life is related to IT and also more or less every country is depend upon IT companies for its economic development but at the same time IT companies has been suffered from many human Resource issues, organizational climate is one of them, organizational climate is recognized as a common belief of its member towards the organisation on related dimensions, here researcher has assessed the organizational climate of two different kinds of group of IT companies i.e. Indian multinational IT companies and Foreign multinational IT companies, researcher found that two group have good organizational climate level but result also indicate that Indian multinational IT companies executives have good organizational climate level in comparison of foreign multinational IT companies.

KEYWORDS
Indian Multinational IT companies, Foreign Multinational IT companies, Organizational climate.

INTRODUCTION
Information Technology (IT) plays an imperative role in almost every walk of our lives. The world today has become one global village due to the widespread use of Information Technology. It has revolutionized the way businesses are conducted today by the government and private alike. The government and business have become so reliant on IT that it is hard to imagine how they would function without it. It has become an ever increasing resource with which organizations have created and sustained their competitive advantages .The IT sector basically consists of software and services, Information Technology Enabled Services (ITES) and the hardware segments. All these three have jointly contributed expansively towards the development and growth of all the countries in the world. Out of these, the software and services industry itself is a trillion dollar industry contributing tremendously towards the growth of the world economy It has not only helped in generating large scale employment in number of countries but has also helped a number of developing nations to take a step forward towards developed nations.
But Organizational climate become a great matter of concern among the IT companies all over the world which create lots of human resources problems , executives intension to leave the organisation is one of them, Resulted that, loss of talent as well as money of IT companies.

REVIEW LITERATURE
As Organizational climate is one of the most important concept to enter into the theory of organization in this century(Guion,1973).the intensive research as well as debates on its conceptualization and assessment during the last three and half decades seems to have helped to develop organizational climate as a mature concept in management .the concept has also proved useful in predicting and explaining a variety of job related behaviors, attitude and performance as well as organizational performance on a number of dimensions(Kazka & Kirk,1968, Lawler,et,al.1974).
Kausik Kundu(2007) review study on conceptual framework of organizational climate found that aggregate perceptions of the characteristics of the organizations. Organizational and Psychological Climates have been differentiated substantially in terms of the various dimensions. The concept of strategic context of Collective Climate may best represent Organizational Climate.
Jain Mathew. et al (2011) study on organizational climate of information technology industry in India, result indicate that significant difference among small scale, large scale and multinational IT companies with respect to organizational climate. it was found that the Indian Large scale IT companies have a better organizational climate than the Small scale and multinational IT companies. The study also shows a significant difference on support system for female employees, married employees and employees with more experience, compared to male employees, unmarried employees and employees with less experience. So the managements should initiate a strong support system for the female employees, married employees as well as the senior employees. The female employees have low conflict resolution compared to male employees.
Suvimon Punto(2009) study on organizational climate in information technology industry indicate that. The organizational climate in IT companies It is found that the demographic variables like education, age, salary and experience for all level executives in the IT sector organizations are satisfactory and especially the experience of the employees force the executives to practice HRD to avoid unnecessary impediments to developmental activities. The top-level executives are very much enthusiastic in implementing the HRD elements, management policy in favor of HRD, performance appraisal and organizational development for the smooth conduct of organization. Organizational climate in IT organizations forces the Top-level executives to implement HRD in the organization to accrue the benefits in the form of individual efficiency, organizational efficiency, productivity and environmental change. Optimistic organizational climatic conditions are yet to be implemented in its true sense, it is introduced simultaneously with organizational development, so new innovative methods must be used to add more weight age to organizational climate. As far as career planning is concerned the executives and staff are not adequately satisfied, but the degree of measure of satisfaction in career planning is found in the organization.
As indicated through different review literature this is evident that many of researcher try to take IT companies as a whole not categorized or not differentiated into Indian multinational IT companies and foreign multinational IT companies, but here researcher try to find out the organizational climate through two different group on basis of their parent country.

OBJECTIVES OF THE STUDY
1- To assess level of organizational climate among the executives in Indian multinationals IT companies.
2- To assess level of organizational climate among the executives in foreign multinational IT companies.
3- To comparison between levels of organizational climate among executives of Indian multinationals IT companies and foreign multinational IT companies.

RESEARCH DESIGN
Present study has three objectives. The study is descriptive as well as quantitative in nature. Different variables of organizational climate was measured through Range of score, Mean score, Standard Deviation and Independent t test of Both group of IT executives.

VARIABLES OF THE STUDY
Organisational climate

TOOLS USED- IN THE PRESENT STUDY ORGANISATIONAL CLIMATE SCALE WERE USED FOR THE COLLECTION OF DATA
ORGANIZATIONAL CLIMATE SCALE

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The organizational climate scale was constructed and standardized originally by TV Rao & E. Abraham. The adapted and standardized organizational climate scale consists of 99 items to be responded on a five-point scale. The questionnaire has five point scale ranging from strongly disagree to strongly agree. The score for strongly disagree is 1, disagree is 2, neutral is 3, agree is 4 and strongly agree is 5.

Scoring of organizational climate scale is on a five point scale from 1 to 5 for the positive. Response of strongly disagree is 1, Disagree it is 2, Neutral is 3, Agree is 4, strongly Agree scoring is 5. The organizational questionnaire has sixteen dimensions and are presented in the following table:

TABLE 1: DIMENSION WISE DISTRIBUTION OF ITEMS OF ORGANIZATIONAL CLIMATE SCALE

SI. No.	Dimension	Numbers of items
1	Orientation	11
2	Quality of work life	8
3	Leadership	7
4	Management of change	4
5	Empowerment	5
6	Problem solving and decision making	8
7	Conflict management	5
8	Creativity and innovation	6
9	Communication	5
10	Image	4
11	Customer service	5
12	Role efficacy	6
13	Goal setting, appraisal and counseling	10
14	Career planning	5
15	Training	5
16	Rewards	5

NORMS FOR JUDGING LEVEL OF ORGANISATIONAL CLIMATE

On the basis of mean score of above scale for the purpose of study, the researcher create a formula for judging level of organizational climate among IT executives ,which are following

MEAN SCORE –

(1) **99 and below –** exceptionally poor organizational climate

(2) **Above 99 to 198** – Poor organizational climate

(3) **Above 198 to 297**- Average organizational climate

(4) **Above 297 to 396**-Good level of organizational climate

(5) **Above 396 to 495**- exceptionally good level of organizational climate

POPULATION

The population for the present study is basically the group of IT Executives of Indian multinational companies and foreign multinational companies working in different departments ranging from top to bottom level in Information Technology Industries of the Northern India.

SAMPLE

From the population of executives of various IT industries of Northern India situated in Gurgaon (Haryana), a sample was selected and data was collected. Gurgaon was selected as many foreign multinational as well as Indian IT industries have opened up their offices in Gurgaon. Further, the method adopted for selection of sample was convenient sampling method. After selection of Three Indian IT companies and five Foreign IT companies out of eight big IT industry random sampling method was used to collect data from different departments. A total of 450 questionnaires were distributed for the data collection. 170 questionnaires from group of Indian IT Companies executives and 242 questionnaires from group of Foreign Multinational IT companies out of 412 questionnaires were returned. 402 questionnaires were considered for the data analysis as rests of the questionnaires were incomplete.

HYPOTHESES

H0: There is no significant difference between in the Indian multinational IT executives and Foreign multinational IT executives with respect to Organisational climate.

FINDINGS

The data collected have been analyzed by using t test by using SPSS 11.0 software and the results obtained thereby have been interpreted. The results obtained through analysis of the data are presented in table2.

TABLE -2: INDIAN MULTINATIONAL IT COMPANIES & FOREIGN MULTINATIONAL IT COMPANIES: RANGE OF SCORE, MEAN SCORE, STANDARD DEVIATION, T VALUE

Variables of organizational climate	Range of Score	Indian Multinational IT companies(N=160)		Foreign Multinational IT companies(N=242)		t values
		Mean	SD	Mean	SD	
Orientation	11-55	38.15	7.18	34.19	3.09	7.573**
Quality of work life	8-40	29.72	6.61	25.98	4.23	6.914**
Leadership	7-35	25.11	5.16	20.38	2.73	11.949**
Management of change	4-20	14.77	2.33	11.73	2.11	13.565**
Empowerment	5-25	17.79	2.84	14.19	1.61	16.137**
Problem solving &decision making	8-40	27.11	4.80	23.74	3.66	7.977**
Conflict management	5-25	16.54	3.48	14..19	1.40	9.424**
Creativity &innovation	6-30	21.83	5.71	19.45	2.15	5.889**
Communication	5-25	17.61	3.33	16.51	2.39	3.848**
Image	4-20	15.16	2.22	12.42	2.08	12.527**
Customer Service	5-25	18.04	3.59	14.02	2.96	12.235**
Role efficacy	6-30	21.33	3.70	19.07	2.48	7.350**
Goal setting appraisal &counseling	10-50	37.61	3.96	31.88	3.29	15.742**
Career planning	5-25	14.38	4.08	15.96	2.00	5.155**
Training	5-25	17.63	2.80	15.23	2.29	9.376**
Reward	5-25	18.22	3.34	16.40	3.22	5.472**
Overall	99-495	351.38	51.15	306.21	23.59	11.950**

**P<0.01,*P<0.05

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1-**Level of organizational climate among the executives of Indian IT companies**

From the table 2 it can be concluded that overall mean score 351.38 with SD 51.15 was found of organizational climate which laid down on category of good organizational climate level.

2- **Level of organizational climate among the executives of foreign multinational IT companies**

From the table 2 it can also be concluded that overall mean score 306.21 with SD 23.59 was found of organizational climate which also laid down on category of good organizational climate level.

3-**Comparison between level of organizational climate among executives of Indian multinationals IT companies and foreign multinational IT companies**

Table -2 shows that there was significant t value 11.950(P<0.01) found. It mean that there is clear differences between the level of organizational climate in Indian multinational IT executive and Foreign multinational IT companies and also found that all sixteen dimensions shows clear difference.

In order of level of organizational climate it is found that Indian multinational mean score351.38 with SD 51.15 and foreign multinational mean score 306.21 with SD 23.59,it indicate that Indian multinational IT companies executives have good organizational climate in comparison of foreign multinational IT companies. Reason may be in its different leadership approach of their management.

CONCLUSION & SUGGESTION

Foreign multinational IT organisation have good organizational climate as well as Indian multinational but result also indicate that Indian multinational IT companies have a greater organizational climate than foreign multinational IT companies, reason may be different ,like leadership approach of Indian multinational IT companies which is conducive for Indian executives rather than leadership approach of foreigner leaders ,so foreign multinational IT company should follow the leadership approach on the basis their working area's culture and at the same time should provide better empowerment, strong communication channel and proper target setting to their executives this should be possible through proper HR system redesign and accordance with basic culture of their working base or country.

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FAMILY VS. WORK CONFLICT AMONG WORKING WOMEN IN INDIA WITH SPECIAL REFERENCE TO IT, EDUCATION AND BANKING SECTOR

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ABSTRACT

The changing economic system of India demands the double earning sources among the families. The families run by Indians through single source of income are turned to double earning system. The need of double earning sources obviously demands the woman of any family to look for occupation respective of their educational and skill background. The changes in the social system made occupation an unavoidable among Indian women. But women as an occupier will add an image to her but at the same time they have face problems both at physical and psychological level. Conflict is the incompatibility faced by an individual among themselves and with other objects at various situations. The consequences of conflict normally cause psychological and physical illness among the individuals. The level of impact due to conflict will differ between men and women, because of their physical and psychological pack up. The women in India in the status of working have to play multi role both at family and work places and those roles make to execute multi task at different levels and every working women cannot escape from that situation, in this aspect conflict is an unavoidable human devaluation must be faced by every women. The level of conflict will cause both positive and negative impact. This particular research paper aims to study the family to work and work to family conflict faced by working women in India by considering three specific sectors namely education, IT and banking background. In addition to that this particular study aims to determine the reason for conflicts and its impact, the ways and means employed by women to manage and overcome various forms of work and family related conflicts.

KEYWORDS
Cultural Transformation Double Earning Sources, Incompatibility, Psychological Illness, Work Conflict.

INTRODUCTION
Women, the traditional makers of society and family play a significant role in our Indian economy. The changing economic conditions in Indian and family systems forces to women look for occupation and bring their earnings to their family for the welfare and acquire wealth. Women as the occupier expected to play multi task role at different places especially in family, society and work places. The need of earning by women in India thrives for minimum occupation according to their educational background, skill, knowledge, ability and interest. The irrespective of occupation taken by women indulge both positive and negative impact in their personal and social life. In this circumstances majority of women in India today undergo for two types of conflict namely family-to- work and work-to- family, the influence of this two conflicts are mutually exclusive and deriving in nature. The consequences of these conflicts among working women shaped both positive and negative outcomes in their physical and psychological backgrounds. The self designated strategies applied by women to manage conflicts may not be proven success always. The work places and environmental supports are also shown to be disproved in major cases of managing conflict among working women. The impact of conflict reflects on the efficiency and involvement of women both at work and family aspects. The aim of this particular research paper focus to know the conflicts faced by working women both at family and work, the intervention of both family and work through conflict, the reason for various types of conflicts and its influence on their personal and behavioral aspects, in addition to that the paper aims to understand the various managing capabilities of Indian women employees to manage different types of conflicts through their self and learned aspects. The occupational background of women employees in India extended in various sectors like manufacturing, service and priority. Women in India involve in various work related activities both in technical and non-technical. The hardness of jobs and jobs which require patience and profound manual contributions are also undertaken by women in India. Among the various sectors the sectors like IT, Education and Banking which are highly preferred by women employees in India and these are the sectors which continuously offer employment opportunities for women in years together. The IT, Education and Banking sectors envisage ample scope for development to women employees both in terms of their career advancement and knowledge management. The changing scenario of industries and the impact of globalization reshaped the working system of IT, Education and Banking sectors due to borderless competition, customer retention and quality management. Because of these factors the workload among the women employees in these sectors has been augmented.

PROFILE OF WOMEN IN IT, EDUCATION AND BANKING SECTORS
India's banking sector has witnessed explosive growth and expansion ever since the era of economic reforms was launched nearly two decades ago. That growth has also created new windows of opportunity for women to find employment in the banking sector. "The banking industry was almost forbidden for women till the 1960s. It opened its doors to women employees in 1969 after the nationalization when a common process of recruitment through competitive tests was introduced. In the 80s, the number of women working in banks reached up to one lakh, which was around 15 per cent of the total workforce in the industry. A prominent feature of the IT sector is the growth of IT enabled services. The funding body for higher education reported that the equality gap in Higher Education (HE) was narrowing and that the proportion of women in academic posts had risen to 36 percentage and at professorial level had doubled to 19 percentage. Although this represented an improvement on earlier figures, it remains apparent that women are still under-represented at senior level in academia and that the glass ceiling has not yet been fully removed.

LITERATURE REVIEW ON FAMILY-WORK CONFLICT OF WOMEN EMPLOYEES
Haggade (2003) feels that the awareness of social and economic potentiality, imitative to acquire social equality and economic independence are the motivating factors which induce educated women to seek career as means and ways of life. Karuna (2003) is of the opinion that in lower income family women works to get necessary family income which in upper income families, they work to help augment family income. Lalilthadevi (2006) points out that the need for extra income

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for family coupled with the demand for labour from industry is the greatest incentive for female workers. The availability of gadgets makes household work light and less time consuming and enable women to work.

STATEMENT OF RESEARCH PROBLEM

The conflict is kind of incompatibility cause human related issues in society. Conflict is the mental antagonism at work places. Human occupy different roles at different places like personal, social, organizational and environmental. The role and responsibility caption carried by individuals irrespective of gender discrimination assume them to role and goals conflicts at different situations. In this aspect women in recent days occupy work related responsibilities impose them to carry multi task and roles both at family and work places. The work situations and climate will not be the constant one for women employees and it will change under various environmental clues. The women employees at the time of assuming elevated responsibilities the demanding jobs and its role will bring work related conflicts, as per the status of role among women employees changes the role in family also change and majority of adjusting the two situations invite conflicts to the level of maximum. The Indian women employees in present day working the highly demanding service sectors like IT, Education and Banking have to face multifaceted conflicts and managing the conflicts need more self intervened skills. The changing working system, the prevailing competition in these sector expects and demand Indian women employees to play bigger and committed work roles indulge consistent conflict either over or under but it is the responsibility of women employees to take the conflict the level of optimum, in order to understand the types of conflict faced by women in employees in IT, Education and Banking sectors, the consequences of those conflicts on the behaviour and personal aspects, the ways and means opted by women employees to manage conflict the particular problem was designed in the title of   "Family Vs Work Conflict among Working Women in India with special reference to IT, Education and Banking Sectors".

OBJECTIVES OF THE STUDY

1. To study the status of women employees in Indian IT, Education and Banking Sectors.
2. To understand the opinion of Women Employees about Family Vs Work Conflict
3. To study the reason for family and work conflict among women employees in Indian IT, Education and Banking Sectors.
4. To evaluate the consequences of Family and Work Conflict on the job related and personal aspects of Women Employees in India.

STATEMENT OF HYPOTHESES

1.   There is no significance difference between level of work conflict based on their working sector.
2.   There is no significance difference between consequences of work conflict based on their designation.

SCOPE OF THE STUDY

The study on family Vs work conflict of women employees in Indian IT, Education and Banking sectors covers the aspects of employees' opinion about conflict, reasons for family Vs Work conflicts. It also covers the factors influencing family and work conflict. In addition to that the study limits its coverage on the influence and impact of level of conflicts related to both family and work aspects. The women employees' opinion about the methodologies adopted to manage family and work conflicts, the support extended by concern organization for managing conflicts are also being studied. The respondents covered for the study has been taken from three sectors namely IT, Banking and Education at three levels top, middle and low.

RESEARCH METHODOLOGY

The research design of the study is descriptive in nature. The women employees belong to Indian IT, Education and Banking sectors were considered as the source of population for the study. The source list was obtained through the pay roll system of women employees with available recent statistics and records.

SAMPLING METHOD

Stratified Disproportionate Random Sampling method was used for this study. The women employees belong to IT, Education and Banking sectors were selected from the top, middle and low level cadre irrespective of their department and designations. The sample size of the study was restricted to 150

SOURCES OF DATA

Both primary and secondary data were used for this study. The secondary data related to details of women employees in IT, Education and Banking sectors were obtained through statistical manuals and the reviews related to the studies.

The primary data related to study were collected from the women employees from IT, Education and Banking sectors through constructive structured questionnaire.

NATURE OF QUESTIONNAIRE

The questionnaire used in the study is structured and constructive one. The questions used in the questionnaire were pre-tested. Its validity and reliability were also verified and tested. The validity aspects cover content, criteria and consistency. The reliability value is found to be 0.73(Croban Alpha 73%).

The questions were equally distributed cover the aspects of respondents demographic background, opinion about conflict, reason for family and work conflict, opinion about consequences of conflict and ways and means to manage both family and work conflict. The constructed questions were open, closed and multiple choices in nature. Some of the questions were designed as itemized, graphical rating and likert scales.

STATISTICAL TOOLS EMPLOYED

The analysis and interpretation relevant to the study were done by employing statistical tools like Garrett Ranking, cross table and ANOVA. The results of analysis were interpreted and findings were made for the study.

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ANALYSIS AND INTERPRETATION

TABLE 1: SHOWS DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Sl.No	Demographic Profile	Frequency	Number of Respondents	Percentage to Total
1	Age	Less than 30	59	39.3
		31-40	28	18.7
		41-50	51	34.0
		51-60	12	8.0
		Total	150	100.0
2	Education qualification	UG	69	46.0
		PG	64	42.7
		Professional	17	11.3
		Total	150	100.0
3	Marital Status	Un Married	33	22.0
		Married	117	78.0
		Total	150	100.0
4	Working Sector	Education	62	41.3
		IT	37	24.7
		Banking	51	34.0
		Total	150	100.0
5	Nature of Organization	Public	19	12.7
		Private	96	64.0
		Government	35	23.3
		Total	150	100.0
6	Designation Level	Top	34	22.7
		Middle	90	60.0
		Low	26	17.3
		Total	150	100.0
7	Total Experience	Below 5	52	34.7
		6-10	23	15.3
		Above 10	75	50.0
		Total	150	100.0
8	Total Income	Below 15,000	45	30.0
		15,001-20,000	41	27.3
		Above20,000	64	42.7
		Total	150	100.0
9	Family nature	Joint	46	30.7
		Nuclear	104	69.3
		Total	150	100.0
10	Status of Husband, if married	Government	52	34.7
		Private	42	28.0
		Business	23	15.3
		N/A	33	22.0
		Total	150	100.0
11	Number of earning members in a family	Less Than 2	72	48.0
		More Than 2	78	52.0
		Total	150	100.0
12	Location of Residence	Rural	30	20.0
		Urban	71	47.3
		Semi Urban	49	32.7
		Total	150	100.0

Source: Computed Primary Data

Table 1.0 shows the demographic background of the respondents selected for the study.

Regarding the age category of respondents, it is inferred from table 1.0 that 39.3 percent of respondent belong to the age category of less than 30, 8 percent are in the category of 51- 60. Regarding the educational qualification of respondents, 46 percent of women employees have UG background, 11.3 percent of women have professional qualifications. Table 1.0 also reveals the martial status of respondents 78 percent of them got married, 22 percent are single. Regarding working sector, 41.3 percent of women are from Education and 34 percent are from Banking and 24.7 are from IT. Regarding the nature of working organization of the women respondents, 64 percent of them are working in private, 23.3 percent are working in government and 12.7 percent are working in public organizations. The table also shows the designation level of the respondents, 60 percent are women respondents at middle level, 22.7 are from top level and 17.3 are from lower level. The work experience of respondents, 50 percent of them have more than 10 years of experience, 34.7 percent of them have below 5 years of experience and 15.3 of the respondents have 6 - 10 years of experience. Regarding the monthly income of respondents in India, it is inferred that 42.7 percent of them have above Rs.20,000, 30 percent of them have below Rs.15,000 and 27.3 percent have Rs.15,001- Rs.20,000. Regarding the nature of family of respondents 30.7percent are living in joint family system and 69.3 are in nuclear family system. The table outlines the status of spouse employment, 34.7 percent of employees husband are in government job, 15.3 percent are in business. Regarding earning members in a family, 52 percent of women employees have more than 2 earning members and 48 percent of employees have less than two earning members. Regarding the location of residence of respondents, from the table 1.0 it is inferred that 20 percent of them from rural background, 47.3 percent from urban places and 32.7 percent from semi-urban places.

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TABLE 2: CROSS TABLE SHOWS SECTOR WISE YEAR OF JOINING BY RESPONDENTS

Working sector of the respondents		Joining of the sector			Total
		Before 5 years	5-10 years	More than 10 years	
Education	No. of Respondents	21	0	41	62
	Percentage to Total	14.0%	.0%	27.3%	**41.3%**
IT	No. of Respondents	25	12	0	37
	Percentage to Total	16.7%	8.0%	.0%	**24.7%**
Banking	No. of Respondents	29	0	22	51
	Percentage to Total	19.3%	.0%	14.7%	**34.0%**
Total	No. of Respondents	75	12	63	150
	Percentage to Total	**50.0%**	**8.0%**	**42.0%**	100.0%

Source: Computed Primary Data

Table 2 shows sector wise year of joining by respondents, in education sector 27.3 percent are joined before ten years. 16.7 percent of respondents joined before 5 years in IT sector. In banking sector, 19.3 percent joined before five years. In all three sectors almost 50 percent joined before five years.

TABLE 3: SHOWS RANKING OF LEVEL OF WORK CONFLICT [GARRETT] FACED BY WOMEN EMPLOYEES

Level of Work conflict				
Sl.NO	Factors	Total score	Mean score	rank
1	Work load	5633.333	37.5	12
2	Amount of Responsibility	5733.333	38.2	11
3	Close supervision	6966.667	46.4	4
4	Work safety	6300	42	6
5	Support from others	7566	50.4	2
6	Working condition	6266	41.8	7
7	Multi instructions/communication	7333	48.9	3
8	Execution of work	5766	38.4	10
9	Priority of jobs	5966	39.8	8
10	Scope for improvement/job prospects	8000	53.3	1
11	Importance of decision making	6900	46	5
12	Work Targets	5933	39.6	9

Source: Computed Primary Data

TABLE 4: ANOVA TABLE SHOWS LEVEL OF WORK CONFLICT BASED ON THEIR WORKING SECTOR

Null Hypothesis (Ho): There is no significance difference between level of work conflict based on their working sector of women employees

Alternate Hypothesis (Ha): There is significance difference between level of work conflict based on their working sector.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
close supervision	Between Groups	34.480	2	17.240	34.334	.001
	Within Groups	73.813	147	.502		
	Total	108.293	149			
work safety	Between Groups	13.619	2	6.810	11.409	.003
	Within Groups	87.741	147	.597		
	Total	101.360	149			
support from others	Between Groups	29.281	2	14.640	65.829	.001
	Within Groups	32.693	147	.222		
	Total	61.973	149			
multi-instructions/communication	Between Groups	1.680	2	.840	1.111	.332
	Within Groups	111.154	147	.756		
	Total	112.833	149			
scope for improvement/job prospects	Between Groups	36.490	2	18.245	45.451	.022
	Within Groups	59.010	147	.401		
	Total	95.500	149			
importance of decision making	Between Groups	1.272	2	.636	1.132	.325
	Within Groups	82.568	147	.562		
	Total	83.840	149			

Source: Computed Primary Data

ANOVA Table 4.0 aims to analyse the existence of significant different exist among the respondents opinion of work conflict based on their working sector. The significant values for close supervision, work safety and support from others are .001,.003,.001 which is less than 0.05 and it shows there is a significant difference exists among the respondents regarding levels of work conflict based on their working sector. (Null Hypothesis is rejected). The significant values for multi-instructions/communication, scope for improvement/job prospects, importance of decision making are .332, .022, .325, which is greater than 0.05 and it shows there is no significant difference exists among the respondents opinion levels of work conflict based on their working sector.(Null Hypothesis is accepted)

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TABLE 5: SHOWS RANKING OF CONSEQUENCES OF WORK CONFLICT [GARRETT]

Level of Work conflict				
Sl.NO	Consequences	Total score	Mean score	Rank
1	Job stress	6166.667	41.11111	7
2	Less involvement and interest	8800	58.66667	3
3	Physical illness	7500	50	6
4	Psychological illness	5766.667	38.44444	8
5	Loss of patience	7900	52.66667	5
6	Poor relationship with others	8066.667	53.77778	4
7	Lack of managerial skills	9933.33	66.22222	2
8	Negative Attitude	11700	78	1

Source: Computed Primary Data

TABLE 6: ANOVA TABLE SHOWS CONSEQUENCES OF WORK CONFLICT BASED ON THEIR LEVELS OF DESIGNATION

Null Hypothesis (Ho): There is no significance difference between consequences of work conflict based on women employees in selected study sectors

Alternate Hypothesis (Ha): There is significance difference between consequences of work conflict based on designation.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
less involvement and interest	Between Groups	24.822	2	12.411	33.761	.001
	Within Groups	54.038	147	.368		
	Total	78.860	149			
poor relationship with others	Between Groups	40.186	2	20.093	68.872	.002
	Within Groups	42.887	147	.292		
	Total	83.073	149			
lack of managerial skills	Between Groups	1.971	2	.985	3.183	.044
	Within Groups	45.503	147	.310		
	Total	47.473	149			
negative attitude	Between Groups	2.560	2	1.280	10.691	.002
	Within Groups	17.600	147	.120		
	Total	20.160	149			

Source: Computed Primary Data

ANOVA Table 6 aims to analyse the existence of significant different between consequences of work conflict based on their designation. The significant values for the consequences of work conflict are less involvement and interest, poor relationship with others and negative attitude are .001,.002,.002 which is less than 0.05 and it shows there is a significant difference exists among the respondents regarding consequences of work conflict based on their designation. (Null Hypothesis is rejected). The significant values for the consequences of work conflict for lack of managerial skills are 0.44, which is greater than 0.05 and it shows there is no significant difference exists among the respondents regarding consequences of work conflict based on their designation.(Null Hypothesis is accepted)

TABLE 7: SHOWS RANKING OF LEVEL OF FAMILY CONFLICT [GARRETT]

Level of Family conflict				
Sl.NO	Factors	Total score	Mean score	Rank
1	Family Problems	7100	47.33	4
2	Family workload	5033.3	33.55	11
3	Support and issues of family members	5966.66	39.77	8
4	Family welfare	5400	36	10
5	Sources of Income	7933.3	52.88	3
6	Poor contribution to family	9700	64.66	2
7	Workplace issues at family	10033.33	66.88	1
8	Family members understanding	5866.66	39.11	9
9	Recognition in family	3966.67	26.44	12
10	Family budget and other monetary aspects	6933.3	46.22	5
11	Children career	6325	42.16	7
12	Spouse understanding	6700	44.66	6

Source: Computed Primary Data

TABLE 8: SHOWS RANKING OF CONSEQUENCES DUE TO FAMILY CONFLICT AT WORK [GARRETT]

Impact				
Sl.NO	Consequences due to family conflict at work	Total score	Mean score	Rank
1	Lack of concentration	9333.33	62.22	3
2	Low efficiency	10300	68.66	2
3	Job stress	7433.3	49.55	5
4	Physical Illness	6933.3	46.22	6
5	Psychological illness	8400	56	4
6	Poor co-operation at work place	10766.67	71.77	1
7	Job stress	5133.3	34.22	7

Source: Computed Primary Data

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TABLE 9: SHOWS THE OPINION ABOUT MANAGING WORK AND FAMILY CONFLICT BY RESPONDENTS

S.No.	Factors	Frequency	Percent	Factors	Frequency	Percent
1	concentrate on alternate works	26	17.3	all the above	63	42.0
2	all the above	98	65.3	Responsibility sharing and Free communication	18	12.0
3	Regular interaction and open talk with family members ,Sustain the pressures and Concentrate on alternate works	5	3.3	Responsibility sharing Free communication and clarified roles	31	20.7
4	Regular interaction and open talk with family members and Avoidance of issues and situations	7	4.7	Responsibility sharing , Free communication and accepting mistakes	38	25.3
5	Regular interaction and open talk with family members , Family programmes, Sustain the pressures and Mutual sharing and understanding	14	9.3			

Source: Computed Primary Data

DISCUSSIONS OF FINDINGS

1. The women employees in the selected study sectors almost lie in the group of 41-50 and less than 30. It is also found that the educational qualification of them under the category of under and post graduation. The women employees working in sectors almost got married.

2. Regarding the working sector of women employees it is found that 64 percent of them working in private sector in the level of middle management and have almost more than 10 years of experience. 43 percent of women employees are earning above 20,000 monthly income and have more than two earning members in the family. The major workforce of women employees in the selected study sectors operate from both urban and semi urban places. Regarding the family nature of women employees it is found that 69 percent live under nuclear family system.It is also found that period of joining in selected sectors by women employees, in education sector 27 percent joined before 10 years back,17 percent in IT sector joined before 5 years whereas in banking sector 19 percent joined before 5 years.

3. It is found that the reason to choose different sectors by women employees include growth aspect and health working environment and package & benefits in private sector. Job security is given less importance by women employees relevant to any sector. The preferred sectors to work majority decided by employees themselves and other influences are low. The women employees work in different designation in the selected study sector encounter conflicts. In this both top and middle level encounter goal conflict and both simultaneously by middle level women employees.

4. It is found that the major reason for conflicts is due to co-workers and nature of job and work pressure. It is also found that work conflict occurs due to the reasons like work pressure, job prospects and multiwork instructions. There is a significant level of difference exist in level of work conflict among women employees based on the sector they employed with respect to close supervision, work safety and support. Due to work conflict among women employees the level of negative attitude and lack of skill emerges. It is also found the consequences of work conflict are high and opinion about the influence of work conflict among employees is significantly differing based on different designation level.

5. It is also found that women employees living under joint family encounter more family conflict irrespective of their work designation. It is majority because of work place pressures at family, less devotion of time to family and available sources of income. Due to family conflict majority of employees realize lack of control and poor involvement in family. It is effectively found that both family and work conflicts have influence on each other among women employees in the selected study sectors. Due to family conflict the women employees feel poor concentration at work place, low efficiency and due to work conflict they feel family stress and role inambuguity. They also feel that both conflicts are unavoidable. It is found that to manage both family and work conflict the women employees in the selected study sectors concentrate on alter works, open interaction with family members and at work place.

CONCLUSION

The participation of women employees in modern organizations ranges from priority to service based augments every year in Indian industrial climate. In addition to that women have to play multifaceted roles at family, society and at work places with unprecedented pressures at different climate. The unbalanced co-ordination and support belatedly indulge both family and work conflicts and its also mutually influence each other. The impact of these influences impetus with work and family problems and sometimes that leads undesirable consequences. In these circumstances women because of their educational background, logical thinking and emotional balances try to balance both work and family related conflicts. Still the supports extend by family, society and organization will gear up means women should become productive asset and able employees to any organization they belong.

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BANKING PROFESSIONALS AND ATTITUDINAL DIMENSION OF JOB SATISFACTION: A DESCRIPTIVE STUDY

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ABSTRACT

Job satisfaction as an attitude is a widely researched area; furthermore it is very important theme in context of banking professionals as they are one of the most overworked people. It determines the productivity of the employees in various sectors of the industry. The present study analyzes the effects of financial factors, working condition, supervision and advancement opportunities on job satisfaction across gender and different categories of jobs in Indian private banks. The research employed multistage stratified cluster sampling and statistical procedures like Cronbach's alpha, K independent samples (median test), means, standard deviation, ANOVA and the related Games Howell procedure, chi- square test and correlation matrix. Banking professionals were most content with working conditions and least with financial terms. Males and females and different job categories in banks did not have significant difference in the level of job satisfaction.

KEYWORDS
Job satisfaction, private banks, professionals.

INTRODUCTION
Job satisfaction is a widely research area of organizational behavior and has wide implication. According to Judge & Church (2000) job satisfaction is the most extensively investigated job attitude in the history of industrial/ organizational psychology. Organizations to be effective and productive require its manpower to be happy and content with their job profiles so that they can put in their efforts for the overall growth of the organization. An old maxim in American context put by Fritzsche & Parrish (2005) is "A happy worker is a productive worker" (p. 180).

Studying job satisfaction is imperative as according to Lease (1998) employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives. In a very simple term Spector (2000) has defined job satisfaction as "the extent to which people like their jobs" (p.197). Job satisfaction has a huge impact on chiefly whole of the life of an individual, as he spends a big amount of his time and energy on work. In effect, research point to the fact that the relationship between job and life satisfaction is mutual, job satisfaction affecting life satisfaction and vice versa (Judge & Watanabe, 1993).

According to Kumar (2003, p. 1, 185) history of traditional banking in India is very old. Subsequent to 14 banks in 1969 and 6 banks in 1980 were nationalized, there were significant development in banking sector viz. branch expansion, deposit growth, credit facilities among others. Further in a study by Kumar op. cit. in 4 branches of UCO bank done in Delhi, it concludes that in India employees in banks are more or less satisfied with their jobs. According to Hoppock (1935) psychologists and sociologists have long been interested in the functions and significance of job attitudes, therefore the importance of the present study.

OBJECTIVE
The key objective of this research work was to study the job satisfaction among the employees of private sector banks of national capital region of India. The endeavour was to understand this very important job attitude (job satisfaction) through factors which have an association with it like financial factors, working condition, supervision and advancement opportunities. The study also tries to compare the job satisfaction among the male and female workers of the banks and across various categories of jobs. Additionally the study also analyses the impact of compensation of various classes of employees in the banks vis-à-vis job satisfaction.

REVIEW OF LITERATURE
In the views of Hulin and Judge (2003) job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (emotional), and behavioral components. An assortment of workplace behaviours like job performance (Judge, Thoresen, Bono, & Patton, 2001), attendance at work (Smith, 1977; Scott & Taylor, 1985), turnover decisions (Carsten & Spector, 1987; Hom, 2001), pro-social and organizational citizenship behaviors (Bateman & Organ, 1983; Farrell, 1983) and decisions to retire (Hanisch & Hulin, 1991; Schmitt & McCune, 1981) are associated with job satisfaction. A number of researches have been done on the concept of job satisfaction all around the globe across various sectors of work.
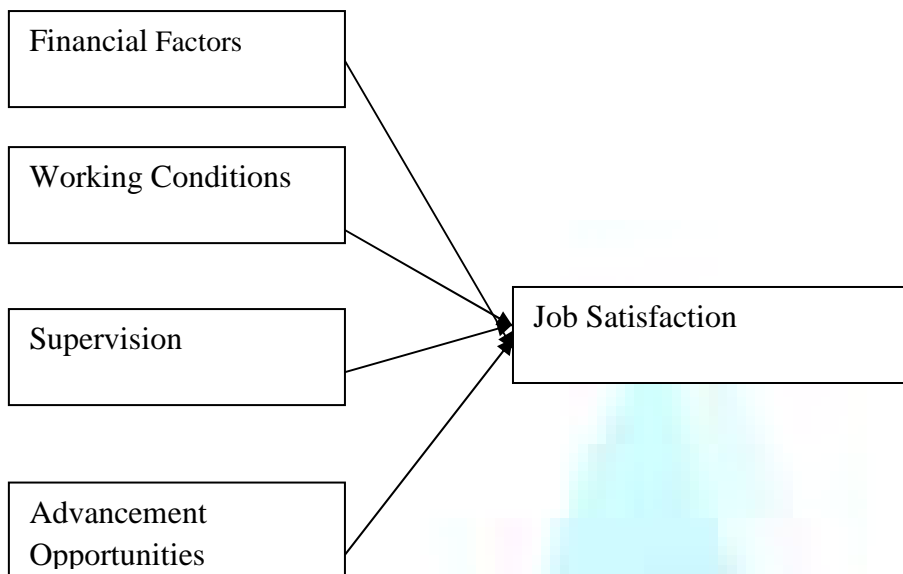
A study of 340 private sector and public sectors bank employees in India using independent samples t-test and qualitative analysis was done by Shrivastava & Purang (2009). Private sector bank employees perceived greater satisfaction with pay, social, and growth aspects of job as against public sector ones who expressed greater satisfaction with job security. In another study of banks in Punjab, India (Lehal, 2007), the results of organisational role stress and job satisfaction of public sector banks are better than private sector. Additionally it reveals that in public sector, female executives are more stressful than males although, they are more satisfied with jobs as compared to their male counterparts. A study by Padala (2011) in a corporate setting found that male employees give least importance to individual development and economic aspects as factors of the job satisfaction though reverse is true for females.

To examine job satisfaction level of bank employees in Punjab province of Pakistan on factors like work, pay, promotion, salary and recognition established that employees of private banks were more satisfied with pay, recognition, and working hours as compared to public sector bank employees. while, the employees of public sector were satisfied with job security as compared to private sector bank employees (Khalid & Irshad 2010).

CONCEPTUAL FRAMEWORK OF JOB SATISFACTION
An understanding of factors which lead to satisfaction of employees is extremely important. Herzberg et.al, (1959) highlighted achievement, recognition, work itself, responsibility, and advancement as the determinants of satisfaction and named them "the motivators" and the determinants of dissatisfaction (called the "hygienes") were found to be policy and administration, supervision, salary, interpersonal relations, working conditions.

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FIGURE 1: CONCEPTUAL FRAMEWORK OF STUDY

Based on objectives of the present study and assessment of relevant literature, the model of job satisfaction among the banking professionals of national capital region of Delhi is based on four factors, namely financial factors, working condition, advancement opportunities, geographic factors and working condition. The present research construe that there exists a relationship between the four factors and the overall job satisfaction after careful deliberation and consultation with the experienced human resource management and organizational behavior experts.

The main construct included in the research model borders around job satisfaction which is shown in figure 1 and according to Locke (1976) definition it can be defined as: "pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important". Based on the above discussions, statement of hypothesis is as follows:

H_0. There is no significant difference in job satisfaction among males and females employees of bank.

H_0. Financial factors have no significant affect on job satisfaction in banking professionals.

H_0. Working conditions has no significant affect on job satisfaction in banking professionals.

H_0. Supervision has no significant affect on job satisfaction in banking professionals.

H_0. Advancement opportunities have no significant affect on job satisfaction in banking professionals.

H_0 There is a significant difference among different job categories of workers in banks, vis-à-vis job satisfaction.

H_0: There is no significant difference among various levels of jobs in banks vis-à-vis job satisfaction with their earning.

METHODOLOGY
INSTRUMENT

Multistage cluster sampling technique is used to obtain the representation of the sample. At the first stage various clusters in which private banks are operating in National Capital Region of India, were selected. At the next stage by using stratified random sampling technique private banks from these clusters were randomly selected, leading to selection of respondents randomly selected from these banks. According to Siegal (2011, p. 205-206) stratified random sampling can be obtained by choosing random independently from each stratum, it increases the accuracy of statistical analysis. Out of 138 questionnaires distributed in 17 private banks, 113 respondents, 51 males and 62 females from different job categories were finally selected for the study after rejecting 25 questionnaires for inconsistencies.

Consistent with Anderson et al. (2008, p. 290) evaluating goodness in terms of representativeness of population and no statistical justified procedure allows probability and inference about the quality of sample results for convenience sample. Though this argument cannot be supported, but taking caution convenience sampling is not used in the present research (though convenience sampling was used at the pilot study level on 34 respondents, who are not included in the final sample).

RELIABILITY STATISTICS

TABLE 1: RELIABILITY STATISTICS

Reliability Statistics		
Factors	**Cronbach's Alpha**	**No. of Items**
Financial Factors	.708	5
Working Conditions	.649	4
Supervision	.712	5
Advancement Opportunities	.674	6
Overall Scale	.852	20

According to George and Mallery (2003) the alpha value in range of .8 is considered good (p. 231). In agreement with the recommendations of Churchill (1979) and Gerbing and Anderson (1988), reliability procedures for all reflective scales comprised the calculation of Cronbach's alphas. The values exceeding .7 threshold was deemed acceptable (Nunnally, 1978) exceptions being working conditions and advancement opportunities which are according to the Song and Parry's (1993) research standard. Table 1 details the study's reliability statistics which implies that that the constructs have sufficient reliability.

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DESCRIPTIVE STATISTICS

TABLE 2: DESCRIPTIVE STATISTICS

Factors	No.	Mean	Std. Deviation
Financial Factors	113	2.71	.752
Working Conditions	113	3.37	.878
Supervision	113	2.93	.735
Advancement Opportunities	113	2.87	.773

Table 2 provides an outline of the means and standard deviations for the calculated job satisfaction scores for the four factors viz. financial, working condition, supervision and advancement opportunities. The study reveals that respondents were most content with working conditions (M = 3.37, SD = .878) and least satisfied with financial factors (M = 2.71, SD =.752).

HYPOTHESES TESTING AND FINDINGS

Hypothesis 1 (H_0). There is no significant difference in job satisfaction among males and females employees of bank.

Female bank managers in Nigeria are found to be less satisfied with their salary than their male counterparts due to gaps in salary (Okpara, 2004). Similarly, the present study explores job satisfaction differential among males and female bank employees. Table 3 shows that 17 male and 3 female employees of the banks have overall satisfaction level more than the median score of 3, while majority of male (34) and female (59) employees have less than equal to the median score. This implies that most of the bank employees, irrespective of gender are not satisfied with their job.

TABLE 3: FREQUENCIES

		Gender	
		Male	Female
Overall Satisfaction	> Median	17	3
	<= Median	34	59

In agreement with Field (2009, p. 691) Yates's continuity correction is used here gives chi-square value of 13.703 and asymptomatic significance less than .05, rejects the null hypothesis that there is no significant difference in job satisfaction among males and females employees of bank.

TABLE 4: TEST STATISTICS[A]

		Overall Satisfaction
N		113
Median		3.00
Chi-Square		15.597
Df		1
Asymp. Sig.		.000
Yates' Continuity Correction	Chi-Square	13.703
	Df	1
	Asymp. Sig.	.000

a. Grouping Variable: gender

Hypothesis 2 (H_0). **Financial factors have no significant affect on job satisfaction in banking professionals.**
Hypothesis 3 (H_0). **Working conditions has no significant affect on job satisfaction in banking professionals.**
Hypothesis 4 (H_0). **Supervision has no significant affect on job satisfaction in banking professionals.**
Hypothesis 5 (H_0). **Advancement opportunities has no significant affect on job satisfaction in banking professionals.**

TABLE 5: CORRELATIONS MATRIX

		FF	WC	SU	AD	OS
FF	Pearson Correlation	1	.450[**]	.671[**]	.316[**]	.675[**]
	Sig. (2-tailed)		.000	.000	.001	.000
	N	113	113	113	113	113
WC	Pearson Correlation	.450[**]	1	.463[**]	.178	.663[**]
	Sig. (2-tailed)	.000		.000	.059	.000
	N	113	113	113	113	113
SU	Pearson Correlation	.671[**]	.463[**]	1	.457[**]	.772[**]
	Sig. (2-tailed)	.000	.000		.000	.000
	N	113	113	113	113	113
AD	Pearson Correlation	.316[**]	.178	.457[**]	1	.579[**]
	Sig. (2-tailed)	.001	.059	.000		.000
	N	113	113	113	113	113
OS	Pearson Correlation	.675[**]	.663[**]	.772[**]	.579[**]	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	113	113	113	113	113

**. Correlation is significant at the 0.01 level (2-tailed).
Note: FF-Financial factors, WC- Working Condition, SU-Supervision, AD- Advancement Opportunities, OS-Overall satisfaction

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Above correlation table 5 shows score obtained from financial factors, working condition, supervision and advancement opportunities (taken as independent variables) were correlated with the overall satisfaction (deemed dependent variable). In accordance with Hinton et al. (2004), when the predictions of hypothesis does not state that whether positive or negative correlation is predicted, two tailed test is used here to test the hypotheses (p. 310). There is a positive and significant correlation between the financial factors and the overall satisfaction (r= .675, p<.10) which goes on to imply that as the there is better conditions in monetary terms, the satisfaction of the bank employees towards their job increases. Therefore the hypothesis Financial factors has no significant affect on job satisfaction in banking professionals is rejected.

Working condition and overall satisfaction score have a positive, but moderate correlation, r=.663 and p<.10, which rejects the hypothesis that working conditions has no significant affect on job satisfaction in banking professionals. Supervision and overall satisfaction score have a positive, but moderate correlation, r=.772 and p<.10, which rejects the hypothesis that Supervision has no significant affect on job satisfaction in banking professionals. Advancement opportunities in banking sector and overall satisfaction score have a positive and fair degree of correlation, r=.579 and p<.10, which rejects the hypothesis that Advancement opportunities has no significant affect on job satisfaction in banking professionals. Khalid & Irshad op. cit. have employed recognition, salary, benefits, working hours, job security and promotion to find out correlation with the overall job satisfaction in the Pakistani banks, a neighboring country to the research setup of the present study.

Hypothesis 6 (H_0) **There is a significant difference among different job categories of workers in banks, vis-à-vis job satisfaction.**

TABLE 6: ONE WAY ANALYSIS OF VARIANCE (ANOVA)

Overall Satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.163	2	.082	.226	.798
Within Groups	39.837	110	.362		
Total	40.000	112			

There is no significant difference among the clerical, managerial and other groups towards job satisfaction F (2,110) = .226, p>.05. Levene statistic (14.631), presented in table 7 further rejects the assumption that group variances are equal as .000 significance show that variances of the three groups of job in banks are significantly different (value of significance is less than 0.05).

TABLE 7: TEST OF HOMOGENEITY OF VARIANCES

Overall Satisfaction

Levene Statistic	df1	df2	Sig.
14.631	2	110	.000

Consequently after having the result that variances in standard deviation are not homogeneous, Games-Howell test was applied to the data, with an assumption that there is no homogeneity of variances. The outcome of the test is revealed in table 8 and with the rational that each group of subjects is compared with all of the remaining groups. For each pair of groups the difference between group means is shown, the standard error of that difference, the significance level of that difference and a 95% confidence interval.

TABLE 8: MULTIPLE COMPARISONS (GAMES-HOWELL)

Overall Satisfaction

(I) designation	(J) designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Clerical	Others	.079	.201	.920	-.43	.59
	Managerial	.085	.207	.912	-.44	.61
Others	Clerical	-.079	.201	.920	-.59	.43
	Managerial	.006	.279	1.000	-.68	.69
Managerial	Clerical	-.085	.207	.912	-.61	.44
	Others	-.006	.279	1.000	-.69	.68

Games-Howell post hoc procedure compares job satisfaction of employees with clerical jobs with managerial and other jobs in banks, resulting in a non significant difference of .912 and .920 respectively (Sig. is more than.05). Same is the case when managerial professionals are compared with employees doing other jobs in the banks, having non significant difference of 1 (p>.05). This indicate that statistically speaking all the three job categories in bank viz. clerical, managerial and others do not have noteworthy variation as far as satisfaction derived form their work is concerned. This rejects the null hypothesis that there is a significant difference among different job categories of workers in banks, vis-à-vis job satisfaction.

Hypothesis 7 (H_0). There is no significant difference among various levels of jobs in banks vis-à-vis job satisfaction with their earning.

TABLE 9: FREQUENCIES

	designation		
	Clerical	Others	Managerial
FF > Median	11	5	3
<= Median	66	14	14

Vallejo et al. (2001) in their study among banking workers in Spain have analyzed job satisfaction among different occupational categories. To investigate the same K independent samples (median test) is employed in testing the hypothesis in the present study. At the outset, it can be seen that maximum possible job satisfaction across all the designations in bank score is 5 and minimum is one (the highest point assigned for strongly agree responses and lowest for strongly disagree in that order).

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TABLE 10: TEST STATISTICS[B]

	Financial Factors
N	113
Median	3.00
Chi-Square	1.587[a]
Df	2
Asymp. Sig.	.452
Exact Sig.	.510
Point Probability	.031

a. 2 cells (33.3%) have expected frequencies less than 5. The minimum expected cell frequency is 2.9.

b. Grouping Variable: designation

Transversely for all the 113 subjects the median score as can be ascertained from the table 10 is 3. In all the three job categories, the findings indicate they have a job satisfaction score less than the median score. Therefore clerical, managerial as well as others reported that overall they are not satisfied with their jobs in financial terms. Statistically speaking the chi-square value of 1.587 and exact significance which is more than .05, accepts the null hypothesis that. There is no significant difference among various levels of jobs in banks vis-à-vis job satisfaction with their earning.

DISCUSSION, IMPLICATIONS AND SUGGESTIONS

According to the findings of the present study, respondents in private sector banks were mainly satisfied with working conditions and least satisfied with financial factors. Further exploring the job satisfaction differential among males and female bank employees it was found that most of the bank employees, irrespective of gender were not satisfied with their jobs. Additionally, a better financial and working condition establishes more satisfaction among the employees, though working condition has a lower impact as compared to the former. Likewise supervision and advancement opportunities also have positive correlation vis-à-vis job satisfaction among the workers. As far as job satisfaction across different categories of work is concerned there was no significant difference among the clerical, managerial and other groups. Further in financial terms clerical, managerial as well as others job category reported that overall they were not satisfied with their jobs.

It is brought forth in the study that private banking professionals are not satisfied with financial incentives of their jobs in general. The policy makers should ensure adequate financial incentives for employees in this sector and the authorities in the private banks in India have to relook their compensation packages, which is employee friendly. The needs of the employees here have to be given utmost consideration. It may be presumed that the managerial category in comparison to other categories of the jobs in a bank was happier, but the study on the contrary suggests that in terms of job satisfaction statistically there was no significant difference.

Another important implication of the present research is that financial factors are one domain which requires a strategy which leads to pleasure among the employees, introduction of differential pay system, which merits the value of employee towards work, can be a way out. Similarly the study points that gender has no role to play as far as job satisfaction is concerned, thus HR policies in private banks should not pay much attention to be gender specific, and a holistic view should be taken in this regard.

LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCHES

Study on a larger scale with a bigger sample size and more variables like educational achievements, job security, employee recognition and marital status, which was not possible due to financial constraints in the present research, could be initiated in future. HR practices and their impact on job satisfaction could be dealt with a more qualitative approach in potential researches and the present model can be applied on other sectors of the industries besides the banking sector.

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USE OF ICT IN LEARNING OF ENGLISH PRONUNCIATION, GRAMMAR AND VOCABULARY OF SECONDARY SCHOOL STUDENTS

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ABSTRACT

In today's world Information and Communication Technology (ICT) in the education sector plays an important role, especially in the process of empowering the technology into the educational activities. Effective use of ICT in English lessons offers the potential to transform teaching and learning. Thus, the chief aim of the present study was to study the Use of ICT in learning of English pronunciation, grammar and vocabulary of secondary school students. The objectives of the study was to find out the difference in learning of English pronunciation, grammar and vocabulary between male and female, rural and urban, low and high achiever students of secondary level. In the present study experimental method of research and stratified random sampling technique was applied. The data was collected from 124 secondary school students of Ludhiana district. Self made achievement test, compact disc and verbal tests for pronunciation, grammar and vocabulary were used as tools. Findings of the study indicate that the use of ICT in learning of English pronunciation, grammar and vocabulary of secondary school students was significantly effective over the conventional instructional strategy in case of male and female, rural and urban and total sample of students.

KEYWORDS

Grammar, ICT, Learning, Pronunciation, Vocabulary.

INTRODUCTION

Gurukul System of Education was in vogue in India. The main characteristics of Gurukul System was dedicated and knowledgeable teachers, individualized learner centre teaching and self-motivated students eager to learn. This system changed due to increase in number of students. Consequently, the number of teachers' increased. Presently, every country in the world is scientifically and communication technologically competitive. By the beginning of new millennium, Information and technology became one of the leading programs in the world. ICT has topped the world's most leading industries in commercial field. In all kinds of industries, government or private entrepreneurs ICT has created vacancies for many job seekers. So, the education by virtue has to advance and manipulate in every aspect to meet present needs and desire of the ever growing society. Teaching aids, etc. programmes offered through television were produced by different State Institute of Educational Technology (SIET) in different languages.

Even the Video Instructional Materials were produced and made available to teachers; still majority of schools did not make use of them. Some of the reasons were no facility of TV and VCR, no electricity, TV and VCR not in working condition, not incorporated in the time table, lack of initiation on the part of teacher and Principal, etc. Along with audio – visual Aids, the print media has to go a long way in improving the quality of teaching and learning. It has opened new avenues, like, Online learning, e-learning, Virtual University, e-coaching, e-education, e-journal, etc. Third Generation Mobiles are also part of ICT. Mobile is being used in imparting information fast and cost effective. It provides e-mail facility also. One can access it anywhere. It will be cost effective. The ICT brings more rich material in the classrooms and libraries for the teachers and students. It has provided opportunity for the learner to use maximum senses to get the information. Use programs like My World, Pages/Text ease or Clicker to sequence a sentence, or do a cloze exercise; children can highlight specified parts of the passage. They can use a speech facility to help them check their work.

REVIEW OF LITERATURE

Hall (2000) studied that students with learning difficulties, who use ICT in reading, increase performance in reading decoding and reading comprehension and concluded that well designed ICT software that is regularly applied in classrooms, has the potential to reinforce teacher instruction, offers students an increase in practice time and can lead to success in reading. Another study on evaluation of Stanford computer assisted instruction program conducted by Fletcher (2001) revealed that reading achievement of students who had not used computer assisted instruction found that computer assisted instruction group made significant gains when compared to non-computer assisted instruction group. Segers (2002) develop a child-friendly computer software program to enhance the early literacy skills of reception-aged children and studied that multimedia activities such as story book reading, communicative writing and language games had an impact on students' oral and written language development, with significant gains in vocabulary development of ethnic minority students. Andrews (2002) conducted a research on elementary school students and explained Learning, understanding of the students can be improved with use of ICT in English. Srivastva (2002) conducted a study on Impact of ICT on learning of English grammar of secondary school students and their achievement in English grammar; found that ICT has a positive impact on learning of English grammar of secondary school students.

Breese (2002) studied the effects of unlimited access to word processors on students writing and found that students using word processors showed significant improvement over those using pen and paper. Another study showed that ICT can be effective for most students with reading failure in secondary school. Karchmer (2003) found ICT-literate primary and secondary schools perceptions of how the internet has or has not changed the way they taught reading and writing of English in their classrooms. Findings indicated that the students viewed the internet's influence on reading and writing of English as an extension of traditional literacy skills but had difficulties finding internet materials written for a range of reading levels. Similar view supported by Dhamija (2005) conducted a comparative study on the effectiveness of three approaches of instructions-conventional, radio-vision and modular approach on achievement of students in English grammar. The sample was selected on the basis of their intelligence scores. It was found that achievement of students was highest when through radio vision approach. It was also found that retention of knowledge comprehension and total achievement scores were the highest in that group of students who were taught vocabulary and grammar through radio vision approach. Bogenwell (2007) in an experimental research in elementary school that the impact of ICT in learning of English vocabulary. He prepared two groups of students. One group was taught through ICT and another by conventional method and compared them. He found that there is a significant difference between ICT based learning and conventional method. Mullar (2007) Conducted a study on ICT at secondary stage to know their learning achievement in English and found that there is a no significant difference in their learning achievement. Soloway (2007) conducted a study on ICT and it's impact on learning of English grammar and pronunciation at secondary level. He found that there is a positive impact of ICT on learning of English grammar and pronunciation at secondary level

Gupta, P.(2003) In his study explored that for English word learning, research consistently demonstrates that higher scores on various phonological measures (e.g., non word repetition, phoneme manipulation, etc.) are associated with increased retention of foreign vocabulary in both children and adults (Speciale, Ellis, & Bywater,(2004) . McEnery T., Barker A., and Wilson A (1995) investigated the use of computer-based L2 grammar instruction. The results of these studies seem to indicate that computer-based grammar instruction can be as effective as or more effective than traditional instruction Ambra Neri (2007) conducted the study on effectiveness of computer assisted pronunciation training for English learning by children Center for Information Technology ,results show that pronunciation quality of isolated words improved significantly for both groups of subjects, and both groups significantly improved in pronunciation quality of

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words that were considered particularly difficult to pronounce and that were likely to have been unknown to them prior to the training. Training with a computer-assisted pronunciation training system with a simple automatic speech recognition component can thus lead to short term improvements in pronunciation that are comparable to those achieved by means of more traditional, teacher-led pronunciation training. Neri, A., Cucchiarini, C., & Strik, H. (2008) conducted a study on the effectiveness of computer-based corrective feedback for improving segmental quality in L2-Dutch found that computer-assisted pronunciation training systems can offer abundant, realistic, and contextualised spoken examples from different speakers by means of videos and recordings that learners can play as often as they wish. They can also provide opportunities for selfpaced, autonomous practice, by inviting users to repeat utterances or to respond to certain prompts. Bunnel et al., (2000) explored that most advanced systems incorporating Automatic speech recognition technology can also provide feedback at the sentence, word, or phoneme level. Automatic feedback can vary from rejecting poorly pronounced utterances and accepting 'good' ones to pinpointing specific errors either in phonemic quality or sentence accent; Chou, (2005). Eskenazi & Pelton, (2002). Found that feedback can make the learner aware of problems in his or her pronunciation, which is the first necessary step to remedy those problems. Raising issues early on by means of automatic feedback might also prevent learners from developing wrong pronunciation habits that might eventually become fossilized.

AI-Qumoul (2005) conducted a study to investigate the effect of an instructional software program of English language functions on tenth graders' achievement.. The results reveal that the students who studied the English language functions through CAI lessons performed better than those who learnt by the traditional method. Eskenazi, (1999). Investigated that as teachers have very little time to perform pronunciation evaluation and provide individual feedback in traditional language teaching contexts, the possibility to automate these tasks is considered one of the main advantages of ASR-based system CAPT (Eshani & Knodt, 1998; Neri et al., 2002). Not surprisingly, research into these systems has grown too. Some of the studies conducted have shown that children do seem to enjoy training pronunciation with Automatic SpeechRecognition based Computer assisted language learning and Computer assisted programming tools (Chou, 2005). Abu-Seileek, A(2004.) Investigated the effect of using computers in the teaching of English composition on the writing performance of learners. The findings revealed that there are considerable differences for using computers as an effective writing tool. Alsouk,i S.(2007) Conducted a study comparing the computer-based grammar instruction and the teacher-directed grammar instruction .The results showed that for all levels of English proficiency, the computer - based students scored significantly higher on open-ended tests covering the structures in question rather than the teacher-directed instruction. The results indicate that computer-based instruction can be an effective method of teaching L2 grammar. Nutta J (2001) Conducted a study to explore the effect of a CALL program on students' writing ability in English by teaching the program cooperatively and collectively. The findings of the study revealed that there were statistically significant differences between the experimental group, who studied via computer, and the control group, who studied in the traditional method. The difference was in favor of the experimental group who studied via computer. Shang, H (2007) Examined the overall effect of using e-mails on the writing performance of Taiwanese students in English. The major findings demonstrated that students made improvements on syntactic complexity and grammatical accuracy. The results also revealed that the e-mail writing was a positive strategy that helped improve their foreign language learning and attitudes towards English.

SIGNIFICANCE OF THE PROBLEM

The extraordinary advances in the field of technology have greater impact in the field of education. It is creating immense opportunities in the field of education and has profound effect on the way teachers teach and how learners learn. Introduction of digitalized materials is utmost important to the teachers and learners for creating conducive learning culture, and for the improvement of teaching and learning environment. Although subject matter can be taught in infinite ways, the teacher because of their effectiveness is extensively using ICT instructions. However, no mode of presentation can be stated as the best or the only means through which knowledge can be imparted for any subject. As the tremendous growth of ICT has given a new outlook to the modern world and this has to some extent influenced the way education is being imparted? There is an argument that norms amount of money has been expended on ICT in institutions. A more contentious issue is the educational effectiveness of its integration into the normal classroom as a teaching learning tool. The effectiveness of ICT needs to be evaluated. Indicators are needed to show the relationship, between technology use and educational reforms empowerment of teachers, changes in teaching and learning processes and student learning. There is also needed to show that education should be seen as using technology not only as an end in itself but as a means to promote creativity, empowerment and equality and produce efficient learners and problem solvers. Moreover parents and teachers, school boards and administrators, governors and congress all want to know if the nations' investment in technology is providing a return in student achievement. Indeed if resources are to be expended on technology it is becoming a political, economic and public policy necessity to demonstrate its vital effectiveness. So investigator took this topic to realize the tremendous importance of ICT in learning pronunciation, grammar and vocabulary of English at secondary stage.

OBJECTIVES OF THE STUDY

1. To study the use of ICT and Conventional method in learning of English pronunciation, grammar and vocabulary between male and female secondary school students.
2. To study the use of ICT and Conventional method in learning of English pronunciation, grammar and vocabulary between rural and urban secondary school students.
3. To study the use of ICT and Conventional method in learning of English pronunciation, grammar and vocabulary between low and high achiever secondary school students.

HYPOTHESES OF THE STUDY

1. There will be no significant difference in using ICT and Conventional method in learning of English pronunciation of male and female secondary school students.
2. There will be no significant difference in using ICT and Conventional method in learning of English grammar between male and female students.
3. There will be no significant difference in using ICT and Conventional method in learning of English vocabulary between male and female secondary school students.
4. There will be no significant difference in using ICT and Conventional method in learning of English pronunciation between rural and urban secondary school students.
5. There will be no significant difference in using ICT and Conventional method in learning of English grammar between rural and urban secondary school students.
6. There will be no significant difference in using ICT and Conventional method in learning of English vocabulary between rural and urban secondary school students.
7. There will be no significant difference in using ICT and Conventional method in learning of English pronunciation between low and high achiever secondary school students.
8. There will be no significant difference in using ICT and Conventional method in learning of English grammar between low and high achiever secondary school students.
9. There will be no significant difference in using ICT and Conventional method in learning of English vocabulary between low and high achiever secondary school

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METHOD AND PROCEDURE

The present study was experimental type. A pre-test and post-test experimental design has been used to determine the use of ICT in learning of English pronunciation, grammar and vocabulary of secondary school students. The study involves an experiment that needed continuous engagement of 9th class students for 30 days. Two   schools, S. S. Public School and S. S. Greenfield Public School Ludhiana were selected through stratified random sampling technique the investigator selected four sections of 9th grade for experimental as well as control group. In section A, number of male students were 31 and in section B number of female students were 31 and in section C number of male students were 31 and in section D number of female students were 31. Section wise composition of male and female students is given in the table. Section A and B were taught through ICT and section C and D were taught through traditional method for 30 working days at a stretch.

TOOLS USED

a)   Achievement test in English on Present tense for class 9th.

b)   Instructional tool- Compact Disc

STATISTICAL TECHNIQUES

Mean, Standard Deviation & t-test were used to know the difference between means

RESULTS, DISCUSSIONS & INTERPRETATIONS

TABLE I: PRE-TEST SCORES OF LEARNING OUTCOMES OF ENGLISH PRONUNCIATION, GRAMMAR AND VOCABULARY OF BOTH GROUPS

Sr. No.	Area	Group	N	M	SD	df	t-value	Remarks
1	Pronunciation	Experimental Group	62	13.52	2.98	118	1.00	significant
		Control Group	62	13.00	2.82			
2	Grammar	Experimental Group	62	6.70	2.30	118	0.00	significant
		Control Group	62	6.70	2.30			
3	Vocabulary	Experimental Group	62	11.41	3.14	118	0.17	significant
		Control Group	62	11.51	3.17			

Thus it may be concluded that the experimental and control group have same level of learning outcome in English pronunciation, grammar and vocabulary before the experimental set up and hence the effectiveness of the use of ICT in learning of English pronunciation, grammar and vocabulary of secondary school students can be done on their scores in post tests.

TABLE II: DETAIL RELATED TO DIFFERENCE IN USING OF ICT IN LEARNING OF ENGLISH PRONUNCIATION BETWEEN MALE AND FEMALE SECONDARY STUDENTS

S.No.	Category	Group	N	M	S.D	DF	t-value	Remarks
1.	Male	Experimental Group	31	32.42	2.31	60	10.79	significant
		Control Group	31	23.23	4.14			
2.	Female	Experimental Group	31	33.10	1.56	60	10.26	Significant
		Control Group	31	22.84	5.34			

As mean scores of experimental group is higher than that of control group, it is concluded that the use of ICT is an effective strategy in learning of English pronunciation for male students as compared to the conventional instructional strategy. This revealed that a significant difference exists between scores of learning outcomes of English pronunciation of experimental and control group female students

TABLE III: DETAIL RELATED TO DIFFERENCE BETWEEN USING OF ICT IN LEARNING OF ENGLISH GRAMMAR BETWEEN MALE AND FEMALE SECONDARY STUDENTS

Sr.No.	Category	Group	N	M	S.D	DF	t-value	Remarks
1.	Male	Experimental Group	31	17.23	1.54	60	10.46	Significant
		Control Group	31	10.77	3.07			
2.	Female	Experimental Group	31	17.39	1.63	60	10.58	
		Control Group	31	10.97	2.96			

As mean scores of experimental group is higher than that of control group, it may be further concluded that the use of ICT is an effective strategy of learning English grammar for male and female students as compared to the conventional instructional strategy

TABLE IV: DETAIL RELATED TO USING OF ICT IN LEARNING OF ENGLISH VOCABULARY BETWEEN MALE AND FEMALE SECONDARY STUDENTS

S.No.	Category	Group	N	M	S.D	DF	t-value	Remarks
1.	Male	Experimental Group	31	22.00	2.07	60	10.58	Significant
		Control Group	31	14.26	3.51			
2.	emale	Experimental Group	31	19.61	1.56	60	10.23	
		Control Group	31	12.71	12.71			

As mean scores of experimental group is higher than that of control group, it is further concluded that the use of ICT is an effective strategy of learning English vocabulary for male and female students as compared to the conventional instructional strategy.

TABLE V: RESULTS PERTAINING TO USING OF ICT IN LEARNING OF ENGLISH PRONUNCIATION BETWEEN RURAL AND URBAN SECONDARY STUDENTS

S.No.	Category	Group	N	M	S.D	DF	t-value	Remarks
1.	Rural	Experimental Group	20	32.65	1.76	39	9.96	Significant
		Control Group	21	22.90	4.02			
2.	Urban	Experimental Group	42	33.05	1.61	39	14.19	
		Control Group	41	23.07	4.25			

This revealed that a significant difference exists between scores of learning outcomes of English pronunciation of experimental and control group rural and urban students. Hypothesis stating that there will be no significant difference in learning of English pronunciation of rural and urban students when taught through using ICT and conventional instructional strategy is not accepted.

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TABLE VI: RESULTS PERTAINING TO USING OF ICT IN LEARNING OF ENGLISH GRAMMAR BETWEEN RURAL AND URBAN SECONDARY STUDENTS

Sr.No.	Category	Group	N	M	S.D	DF	t-value	Remarks
1.	Rural	Experimental Group	20	17.35	1.69	39	9.40	Significant
		Control Group	21	14.24	3.46			
2.	Urban	Experimental Group	42	21.19	2.31	39	3.98	
		Control Group	41	13.34	3.55			

Hypothesis stating that there will be no significant difference in learning of English grammar of rural and urban students when taught through using ICT and conventional instructional strategy is not accepted. As mean scores of experimental group is higher than that of control group, it is further concluded that the use of ICT is an effective strategy of learning English grammar for rural and urban students as compared to the conventional instructional strategy.

TABLE VII: RESULTS PERTAINING TO USING OF ICT IN LEARNING OF ENGLISH VOCABULARY BETWEEN RURAL AND URBAN SECONDARY STUDENTS

S.No.	Category	Group	N	M	S.D	DF	t-value	Remarks
1.	Rural	Experimental Group	20	22.10	2.53	39	8.26	Significant
		Control Group	21	14.24	3.46			
2.	Urban	Experimental Group	42	21.19	2.31	39	11.98	
		Control Group	41	13.34	3.55			

This revealed that a significant difference exists between scores of learning outcomes of English vocabulary of experimental and control group rural and urban students. Thus the hypothesis stating that there will be no significant difference in learning of English vocabulary of rural and urban students when taught through using ICT and conventional instructional strategy is not accepted. As mean scores of experimental group is higher than that of control group, it is further concluded that the use of ICT is an effective strategy of learning English vocabulary for rural and urban students as compared to the conventional instructional strategy.

TABLE VIII: RESULTS PERTAINING TO USING OF ICT IN LEARNING OF ENGLISH PRONUNCIATION BETWEEN LOW AND HIGH ACHIEVER SECONDARY SCHOOL STUDENTS

S.No.	Area	Group	N	M	S.D	DF	t-value	Remarks
1.	Pronunciation	Low Achiever	9	29.00	1.66	17	11.48	Significant
		High Achiever	10	35.00	0.00			

This revealed that a significant difference exists between scores of learning outcomes of English vocabulary using ICT of low and high achiever secondary students. Thus the hypothesis stating that there will be no significant difference in learning of English pronunciation using ICT of low and high achiever secondary students stands rejected.

TABLE IX: RESULTS PERTAINING TO USING OF ICT IN LEARNING OF ENGLISH GRAMMAR BETWEEN LOW AND HIGH ACHIEVER SECONDARY SCHOOL STUDENTS

S.No.	Area	Group	N	M	S.D	DF	t-value	Remarks
1.	Grammar	Low Achiever	11	14.73	0.65	17	21.52	Significant
		High Achiever	15	19.20	0.41			

This revealed that a significant difference exists between scores of learning outcomes of English vocabulary using ICT of low and high achiever students. Thus the hypothesis stating that there will be no significant difference in learning of English grammar using ICT of low and high achiever students is not accepted.

TABLE X: RESULTS PERTAINING TO USING OF ICT IN LEARNING OF ENGLISH VOCABULARY BETWEEN LOW AND HIGH ACHIEVER SECONDARY STUDENTS

S.No.	Area	Group	N	M	S.D	df	t-value	Remarks
		Low Achiever	11	17.82	0.40			
1	Vocabulary	High Achiever	11	24.18	1.33	20	15.20	Significant

This revealed that a significant difference exists between scores of learning outcomes of english vocabulary using ICT of low and high achiever secondary students. Thus the hypothesis 9 stating that there will be no significant difference in learning of english vocabulary using ICT of low and high achiever secondary students is not accepted.

CONCLUSIONS

- The hypothesis that there will be no significant difference in learning of English pronunciation of male students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English pronunciation for male students as compared to the conventional instructional strategy.
- The hypothesis that there will be no significant difference in learning of English pronunciation of female students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English pronunciation for female students as compared to the conventional instructional strategy.
- The hypothesis that there will be no significant difference in learning of English grammar of male students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English grammar for male students as compared to the conventional instructional strategy.
- The hypothesis that there will be no significant difference in learning of English grammar of female students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English grammar for female students as compared to the conventional instructional strategy.
- The hypothesis that there will be no significant difference in learning of English vocabulary of male students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English vocabulary for male students as compared to the conventional instructional strategy.
- The hypothesis that there will be no significant difference in learning of English vocabulary of female students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English vocabulary for female students as compared to the conventional instructional strategy.

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- The hypothesis that there will be no significant difference in learning of English pronunciation of rural students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English pronunciation for rural students as compared to the conventional instructional strategy.

- The hypothesis that there will be no significant difference in learning of English grammar of urban students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT is an effective strategy of learning English pronunciation for urban students as compared to the conventional instructional strategy.

- The hypothesis that there will be no significant difference in learning of English vocabulary of urban students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English pronunciation for urban students as compared to the conventional instructional strategy.

- The hypothesis that there will be no significant difference in learning of English pronunciation of rural students when taught through using ICT and conventional instructional strategy was not accepted. As mean scores of experimental group was higher than that of control group, it may be further concluded that the use of ICT was an effective strategy of learning English pronunciation for rural students as compared to the conventional instructional strategy.

- The hypothesis that there will be no significant difference in learning of English pronunciation using ICT of low and high achiever secondary students stands was not accepted.

- The hypothesis there will be no significant difference in learning of English grammar using ICT of low and high achiever secondary students was not accepted.

- The hypothesis that there will be no significant difference in learning of English vocabulary using ICT of low and high achiever secondary students was not accepted.

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MANAGING CONFLICT THROUGH CONFRONTATION: AN OD INTERVENTION

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ABSTRACT

The present study is based on conflict management style of different levels of employee for organizational growth and development in 18 organizations. This is a factorial design where level of the executive is independent variable and conflict management style is the dependent variable on the basis of which the 437 data has been collected from various types of organizations. The data has been calculated and analyzed through ANOVA and correlation. The result which found out that all the levels of employee are adopting confrontation style in comparison to other styles for managing the conflict. There is a significant difference between levels of employee as far as withdrawing and confrontation style of conflict management is concern. The findings also show the significant correlation among all the styles. Which states that though other styles are existing in organization but people prefer confrontation? Therefore it is concluded that if confrontation is there then transparency will be there and it may lead to good governance & organizational development.

KEYWORDS
Confrontation, Governance, OD, Transparency.

INTRODUCTION

OD is the concept of organization, defined as two or more people working together toward one or more shared goal(s). Development in this context is the notion that an organization may become more effective over time at achieving its goals. OD is a long range effort to improve organization's problem solving and renewal processes, particularly through more effective and collaborative management of organizational culture, often with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioral science. Every action that influences an organization's improvement program in a change agent-client system relationship can be said to be an intervention (deKler, 2007).

Interventions range from those designed to improve the effectiveness of individuals through those designed to deal with teams and groups, intergroup relations, and the total organization. There are interventions that focus on task issues (what people do), and those that focus on process issues (how people go about doing it). Finally, interventions may be roughly classified according to which change mechanism they tend to emphasize: for example, feedback, awareness of changing cultural norms, interaction and communication, conflict management, and education through either new knowledge or skill practice (Wendell ; Cecil Bell 1973).So among all the issues and interventions organisational conflict is one of the issue and conflict management strategy is one of the intervention for organisational development.

Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected. There are disputes over how revenues should be divided, how the work should be done, and how long and hard people should work. There are jurisdictional disagreements among individuals, departments, and between unions and management. There are subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions, and struggles for power and favor. There is also conflict within individuals — between competing needs and demands — to which individuals respond in different ways (Johnson, R 1976).

Functional Conflict

Conflict that supports the goals of the group and improves its performance.

(Positive)

(Negative)

Dysfunctional Conflict

Conflict that hinders group performance.

Types of Conflict:
- **Task Conflict**
  - ✓ Conflicts over content and goals of the work.
- **Relationship Conflict**
  - ✓ Conflict based on interpersonal relationships.
- **Process Conflict**

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- ✓ Conflict over how work gets done
- • **Personal Conflicts – Related to your or others Behavior/Style**
- ✓ **Differences in Style.**
  - – People's style for a completing job can differ. Eg. one person may just want to get the work done quickly (task oriented), while another is more concerned about having it done a particular way e.g. artistic
- ✓ **Differences in Background/Gender**
  - – Conflicts can arise between people because of differences in educational backgrounds, personal experiences, ethnic heritage, gender and political preferences.
- ✓ **Differences in Personality**
  - – This type of conflict is often fueled by emotion and perceptions about somebody else's motives and character. Eg. a team leader jumps on someone for being late because he perceives the team member as being lazy and inconsiderate. The team member sees the team leader as being irrational.
- • **Situational Conflicts – Based on the situation you are in**
- ✓ **Interdependence Conflicts**
  - – A person's job depends on someone else's co-operation, output or input. Eg, a sales-person is constantly late inputting the monthly sales figures which causes the accountant to be late with her reports.
- ✓ **Differences in Leadership**
  - – Leaders have different styles. Employees who change from one supervisor to another can become confused. Eg. One leader may be more open and delegates responsibility whilst another may be more directive. For an employee it becomes a conflict situation when he has to change his leader.

Conflicts between people in work groups, committees, task forces, and other organizational forms of face-to-face groups are inevitable. As we have mentioned, these conflicts may be destructive as well as constructive.

Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore struggle with others for position or status within the group. Rewards and recognition are often perceived as insufficient and improperly distributed, and members are inclined to compete with each other for these prizes (Mills,T 1967).

In western culture, winning is more acceptable than losing, and competition is more prevalent than cooperation, all of which tends to intensify intragroup conflict. Group meetings are often conducted in a win-lose climate — that is, individual or subgroup interaction is conducted for the purpose of determining a winner and a loser rather than for achieving mutual problem solving (Johnson,R 1976).

NEGATIVE EFFECTS OF GROUP CONFLICTS

The win-lose conflict in groups may have some of the following negative effects (Jones.J, Feiffer.J, 1973).: Divert time and energy from the main issues,Delay decisions,Create deadlocks,Drive unaggressive committee members to the sidelines, Interfere with listening, Obstruct exploration of more alternatives, Decrease or destroy sensitivity, Cause members to drop out or resign from committees,Arouse anger that disrupts a meeting,Interfere with empathy, Leave losers resentful,Incline underdogs to sabotage ,Provoke personal abuse,Cause defensiveness

Conflict in the group need not lead to negative results, however. The presence of a dissenting member or subgroup often results in more penetration of the group's problem and more creative solutions. This is because disagreement forces the members to think harder in an attempt to cope with what may be valid objections to general group opinion. But the group must know how to deal with differences that may arise (Argyris.C, 1957).Conflict may be waved through achieving a through rational process of problem solving, coupled with a willingness to explore issues and alternatives and to listen to each other (Johnson,R 1976).

Conflict is not always destructive, it may be a motivator. When it is destructive, however, managers need to understand and do something about it. A rational process for dealing with the conflict should be programmed. Such a process should include a planned action response on the part of the manager or the organization, rather than relying on a simple reaction or a change that occurs without specific action by management (Johnson,R 1976).   True interdependence among members leads automatically to conflict resolution in the group. Interdependence recognizes that differences will exist and that they can be helpful. Hence, members learn to accept ideas from dissenters (which do not imply agreeing with them), they learn to listen and to value openness, and they learn to share a mutual problem-solving attitude to ensure the exploration of all facets of a problem facing the group (Jones.J, Feiffer.J, 1973)

Intergroup conflict between groups is a sometimes necessary, sometimes destructive, event that occurs at all levels and across all functions in organizations. Intergroup conflict may help generate creative tensions leading to more effective contributions to the organization's goals, such as competition between sales districts for the highest sales (Katz.D; Kahn.R 1966). Intergroup conflict is destructive when it alienates groups that should be working together, when it results in win-lose competition, and when it leads to compromises that represent less-than-optimum outcomes.

Intergroup conflict occurs in two general forms. **Horizontal strain** involves competition between functions: for example, sales versus production, research and development versus engineering, purchasing versus legal, line versus staff, and so on. **Vertical strain** involves competition between hierarchical levels: for example, union versus management, foremen versus middle management, shop workers versus foremen (Katz.D; Kahn.R 1966). A struggle between a group of employees and management is an example of vertical strain or conflict. A clash between a sales department and production over inventory policy would be an example of horizontal strain.

Thus, conflict affecting organizations can occur in individuals, between individuals, and between groups. Conflicts within work groups are often caused by struggles over control, status, and scarce resources. Conflicts between groups in organizations have similar origins. The constructive resolution or strategies of such conflicts can most often be like bellow-

STRATEGIES FOR MANAGING GROUP CONFLICTS

- • **AVOIDANCE** - a management strategy which includes non attention or creating a total separation of the combatants or a partial separation that allows limited interaction.
- • **SMOOTHING** - technique which stresses the achievement of harmony between disputants.
- • **DOMINANCE OR POWER INTERVENTION** - the imposition of a solution by higher management, other than the level at which the conflict exists.
- • **COMPROMISE** - strategy that seeks a resolution which satisfies at least part of the each, party's position.
- • **CONFRONTATION** - strategy featuring a thorough and frank discussion of the sources and types of conflict and achieving a resolution that is in the best interest of the group, but that may be at the expense of one or all of the conflicting parties (Montana,P 2008).

OBJECTIVES

- • To find out conflict management style used by the various organisation.
- • To find out is there any difference between front line and middle line and top level executives as far as conflict management styles are concerned.
- • To find out which style is best intervention for organizational development (OD).

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RESEARCH METHODOLOGY

The present study is a factorial design. It has aimed to study from 18 organisations by taking 437 samples of top level, middle level and front line executives i.e. on an average total 25 employees from each organizations. The name of organizations are OMFED, Hari Machines Ltd, Durgapur Projects ltd, HDFC, Puran Alloy, OCL, ICICI Prudential, SBI(Other than Rourkela), TATA AIG, TATA AIG Life Insurance, LIC(Bokaro), Bengal Techno Crats, L & T, Sahara India, Rourkela Steel Plant, TATA Ferro Alloys, Lafarge Cement, Telcon.

The Conflict management styles which have been evaluated in the present study are withdrawing, smoothing, forcing, compromising, and confrontation styles.

FINDINGS AND RESULTS

TABLE 1: SHOWS THE F VALUE AND SIGNIFICANT IMPACT OF STYLES OF CONFLICT MANAGEMENT ON LEVELS OF EMPLOYEE IN ORGANIZATION

			Sum of Squares	df	Mean Square	F	Sig.
Withdrawing	Between Groups	(Combined)	1.991	2	.996	3.000	.050*
	Within Groups		144.054	434	.332		
	Total		146.045	436			
forcing * level	Between Groups	(Combined)	.409	2	.205	.624	.536
	Within Groups		142.311	434	.328		
	Total		142.720	436			
smoothing * level	Between Groups	(Combined)	.988	2	.494	.778	.460
	Within Groups		275.689	434	.635		
	Total		276.677	436			
compromising * level	Between Groups	(Combined)	.776	2	.388	1.015	.363
	Within Groups		165.767	434	.382		
	Total		166.542	436			
confronting * level	Between Groups	(Combined)	4.395	2	2.197	3.225	.041*
	Within Groups		295.713	434	.681		
	Total		300.108	436			

* significant at the 0.05 level

TABLE 2: SHOWS THE MEANS AND STANDARD DEVIATIONS OF LEVELS OF EMPLOYEE IN RELATION TO DIFFERENT STYLE OF CONFLICT MANAGEMENT

Level		withdrawing	forcing	smoothing	compromising	confronting
Front line	Mean	2.9051	3.0363	3.1712	3.1311	3.3573
	N	187	187	187	187	187
	Std. Deviation	.5379	.5744	.7514	.63 61	.7546
Middle level	Mean	2.9078	3.1030	3.2509	3.1544	3.5141
	N	176	176	176	176	176
	Std. Deviation	.5699	.5551	.7782	.5859	.8563
Top level	Mean	2.7265	3.0591	3.2918	3.2511	3.6211
	N	74	74	74	74	74
	Std. Deviation	.6764	.6085	.9413	.6459	.9177
Total	Mean	2.8760	3.0670	3.2237	3.1608	3.4651
	N	437	437	437	437	437
	Std. Deviation	.5788	.5721	.7966	.6180	.8297

TABLE 3: SHOWS INTER CORRELATION OF VARIOUS STYLES OF CONFLICT MANAGEMENT

		withdrawing	forcing	smoothing	compromising	confronting
withdrawing	Pearson Correlation	1.000	.103	.113	.090	.159
	Sig. (2-tailed)	.	.031*	.019*	.059	.001**
	Sum of Squares and Cross-products	146.045	14.929	22.637	14.103	33.329
	Covariance	.335	3.424E-02	5.192E-02	3.235E-02	7.644E-02
	N	437	437	437	437	437
forcing	Pearson Correlation	.103	1.000	.245	.250	.172
	Sig. (2-tailed)	.031	.	.000	.000	.000
	Sum of Squares and Cross-products	14.929	142.720	48.615	38.571	35.583
	Covariance	3.424E-02	.327	.112	8.847E-02	8.161E-02
	N	437	437	437	437	437
smoothing	Pearson Correlation	.113	.245	1.000	.390	.530
	Sig. (2-tailed)	.019	.000	.	.000	.000
	Sum of Squares and Cross-products	22.637	48.615	276.677	83.612	152.658
	Covariance	5.192E-02	.112	.635	.192	.350
	N	437	437	437	437	437
Compromising	Pearson Correlation	.090	.250	.390	1.000	.396
	Sig. (2-tailed)	.059	.000	.000	.	.000
	Sum of Squares and Cross-products	14.103	38.571	83.612	166.542	88.590
	Covariance	3.235E-02	8.847E-02	.192	.382	.203
	N	437	437	437	437	437
confronting	Pearson Correlation	.159	.172	.530	.396	1.000
	Sig. (2-tailed)	.001	.000	.000	.000	.
	Sum of Squares and Cross-products	33.329	35.583	152.658	88.590	300.108
	Covariance	7.644E-02	8.161E-02	.350	.203	.688
	N	437	437	437	437	437

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

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The present study has focused on two factors i.e. level of employee and their conflict management style in various organizations. The result which came out from the study unfolded many aspect of corporate operation, basically at the time of organization development (OD) practices.

From the result it has been found out that there is a significant difference between level of employee as far as some style of conflict management is concern e.g. withdrawing style (.05) and confrontation style(.04) (Table-1) of conflict. Front line, middle level, top level executives are different from each other. Middle level (mean =2.9078) executives use withdrawing style in most of the cases in conflict situation in comparison to front line (mean =2.9051) and top level (mean =2.7265)(Table-2). It may be due to the pressure and expectation from both top & front line executives. They feel like withdrawing from the situation, so that neither junior will complain for partiality nor seniors will ask for favor. They wanted to limit their interaction with other two groups. As far as forcing, smoothing and compromising styles are concern there is no significant difference between front line, middle level and top level executives F = .624, F = .778, F = 1.015 respectively(Table-1). It indicates that irrespective of level all the executive apply forcing, smoothing & compromising style of conflict management as and when the situation demand. Since the organizations which are taken for this study are all very big organization and meant for the public interest, for which above three styles are evenly utilized by all the levels of organization. To make it more specific it has been found out that from this three styles smoothing style is being utilized by maximum organization for conflict management(Mean of smoothing = 3.2237) in comparison to forcing (Mean = 3.0670) compromising (M) = 3.1608 (Table-2). Because in some cases both the parties wants at least partial satisfaction in resolving the dispute which is termed as compromising. Since recent style of operation is not autocratic but free rein style, so the management just can not force the other party to solve the conflict which is in another way termed as forcing. But now a days every body wants harmony among the disputants which in other way termed as smoothing style of management. Though there is no significant difference between the levels of executive but the means shows that middle level employees use the forcing style more(M=3.10) in comparison to other two (M=3.03, M=3.06) (Table-2) in most cases, because of both side pressure. But top management always prefers compromise & smoothing style because they always prefer harmony, peace which is mantra for growth and achievement in leverage market for any company. But all said and done the findings shows a good indication for conformation style of conflict management. It shows that almost all the organization's best conflict management style is confrontation (Total Mean = 3.465). It also shows that confrontation is having significant effect on levels of employee (F =3.22 and <0.5) Table-1). Top level executives are frequent practicener of confrontation style than other two levels. (M=3.62, M=3.51, M=3.35 respectively) (Table-2). In fact all the levels prefer confrontation as best style in comparison to other style of conflict management. It may be because confrontation deals with thorough and firm discussion of the sources and types of conflict and accordingly achieving a resolution that is in the best interest of the organization as a group, but may be at the expense of one or all of the conflicting parties. This finding is also a sign of good governance because when top levels adopting this style for managing conflict then it becomes a policy for others down the line executives. It also seems that they have touched the pulse of market But the findings which came out from the correlation calculation is very interesting. It shows that all styles are significantly correlated with each other at .01 and .05 levels. It means if any organization an employee is using one style of conflict management, then it is obvious that he will also use other styles indirectly at the time of real practice in the organization in 99% or 95% of cases. In other words when a conflict management process starts, initially there may be scope of using of forcing or smoothing or compromising or mix of more than one style and later stage if it is being found that style(s) is not effective then organization may go for using other styles which practically happens.

In other words after knowing the sources and type of conflict through a frank discussion the trained conflict resolver (Top, middle and Front line executive) may utilize a series of intervention(style of conflict) such as testing the members ability and willingness to compromise, resorting to confrontation, enforced counseling, harmonizing the environment and/or termination as last resorts(Kaye.K1994).). So though confrontation was most accepted strategic style by all the levels of employee but at the time implementation, on the basis of parties' standard and level, all other styles are used for bigger interest of the organization.

CONCLUSION

Management is presumed to be guided by a vision of the future. The manager reflects in his decision-making activities the values of the organization as they have developed through time, from the original founder-owner to the present top-management personnel. In navigating a path between the values of the organization and its objectives and goals, management has expectations concerning the organization's effectiveness and efficiency and frequently initiates changes within the organization. On other occasions, changes in the external environment — market demand, technology, or the political, social, or economic environment — require making appropriate changes in the activities of the organization. The organization faces these demands for change through the men and women who make up its membership, since organizational change ultimately depends on the willingness of employees and others to change their attitudes, behavior, their degree of knowledge and skill, or a combination of these (Clark.A 1976) with which they will handel inter changes as well as external changes. Internal changes either can create conflict or competition. In both the cases it leads to orgaisational development. Confrontation can be a attitude, skill with which conflict as well as competition can me managed .

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SPONSORSHIP IN CULTURAL AFFAIRS: A NEW ARENA

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ABSTRACT

Sponsorship is considered a qualitative medium In today's context. Sponsoring an event turned to be a trend and an easy access to propaganda. To sponsor something is to support an event, activity, financially or through the provision of products or services. A sponsor is the individual or group that provides the support, similar to a benefactor. Behind the rostrum, it is mutual benefit that propels both the parties to come to an agreement. It not only supports the cultural programs but generates social bond among people. A large number of events these days use sponsorship support to offer more exciting programs and to help defray the rising costs. Sponsorship allows a reach specifically targeted niche markets without any waste. It is a powerful complement to other marketing programs, in addition to having a dramatic influence on customer relations. Sponsorship provides a great means of broadening the competitive edge by improving company's image, prestige and credibility by supporting events that is the target market finds attractive. In recent years, corporate sponsorship has become the fastest growing type of marketing in India. . Previously, only large businesses could afford to sponsor led marketing but a number of small and medium-sized businesses are also going sponsorship. Now smaller companies are sponsoring everything from local volleyball and softball teams to fairs, festivals etc as an effective method of boosting their visibility in their community. Most of these sponsorships help these companies enhance their public profile relatively cheaply. Irrespective of the size of the company, However, a broad spectrum of benefits that can be attained by sponsorship beside from enhancing visibility and image, such as differentiating the company from competitors, helping to grow closer and better and long lasting relationships with customers, both existing and potential ones. Issues like why the organizers seek for sponsorship and on the other hand, why the sponsors agree to sponsor the event have been engaging the attention of social scientists. It is obvious that both of the participants have different motives. So this article strives to show the different perspectives of Sponsorship.

KEYWORDS

Sponsorship, positive publicity, perspective, motive, advertisement.

INTRODUCTION

The Industrial Revaluation of 17th century ushered epoch changes in society that led the century to widely different phases in business world. That was succeeded by Production era, Product era, Sales era and Marketing era. Each tenure took several years for the business houses to realize market and to understand consumers. Gone are the days when companies used to believe that success of business only depends on outselling of products. The dynamism of the society has changed this concept and business concerns at large started to think of the consumers and related concepts. After liberalization, privatization and globalization, staunch competition in the market led the producer of goods and services to think of product promotion, advertising,, distribution, customer orientation, providing better goods and services, and of comprehensive customer satisfaction.

Business concerns have realized that consumers and society are not different. Therefore whatever the companies produce and distribute to the customers have a direct bearing on the society. So always there is an urge in the mind of the business people to make a healthy camaraderie and good relationship with society and its activities. The concept of societal marketing received a new height with this time evolution. The very concept of Sponsorship emerged as a new paradigm to marketing.

RATIONALE

This research paper is rationale to focus in many respects. This will show the nexus between marketing with advertising, an enterprise can be benefited by following a few issues pertain to Sponsorship. Such as:

Image building / Shaping Consumer Attitudes
Often companies are looking to improve how they are perceived by their target audience. Sponsoring events that appeal to their market are likely to shape buying attitudes and help generate a positive reaction.

Driving Sales
Sponsorship geared to driving sales can be an extremely potent promotional tool. This objective allows sponsors to showcase their product attributes.

Heightening visibility
Various media covering the event may include sponsors names and/or photos. In addition, the kind of media coverage renders the enterprise an added advantage of being in front of people.

OBJECTIVES

The general objectives behind this research work:

- To show the interrelation between Sponsorship, Marketing, Advertisement and other social issues: This paper will corroborate the internal relation among Marketing and its various aspects and with Adertisements with Sponsorship and widen their scopes to prosper.
- To focus light on the different motives behind the selection of Sponsors: This paper will identify new motives and intentions behind selection of Soponsors as well as the concerned farms.
- Easy propaganda of services and products: The paper will work out to identify the means of propagation of services and products to a wide mass of people.
- Affecting psychology: this paper will show how the activities involved in Sponsorship will affect the psychology of the viewers and their activities.

METHODOLOGY

For this research paper a survey method is conducted and Observation methid is applied. Relevant information is gatherd from primary data. For the purpose of collection of inormation, a detailed and well designed questionarrie is prepared and distributed among the sponsors and other people involved in cultural affairs. Various data collection techniques like interview technique, telephonic conversation etc are used for gathering relevant information.

DISCUSSION

With a view to develop social bonding, healthy camaraderie among people, different socio cultural as well as educational institutions organize various cultural activities with expenses ever going higher and higher up when these activities are organized, the idea of sponsorship pops up and the event organizers look for sponsorship. But in this juncture, there are a few several factors which work behind the relationship between event or program and the sponsor.

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Issues like why the organizers seek for sponsorship and on the other hand, why the sponsors agree to sponsor the event have been engaging the attention of social scientists. It is obvious that both of the participants have different motives. Let's focus from two different perspectives:-

EVENT MANAGER'S PERSPECTIVE

Cost Saving

The prime motive that propels the organizers to seek out sponsors is cost saving. This approach is based on 'give and take' policy. The organizers allow the danglers, banners, festoons and stands of the sponsor to be displayed in the venue of the program. This is done in exchange of pecuniary aid from the sponsors. Sometimes a single sponsor sponsors the entire program and in that case the business concern has to bear a considerable share of expenditure of the program. Along with this, the organizers sometimes publish program brochures where the names of the donors as well as the sponsors are displayed and this renders the sponsors an easy propaganda. Cost saving motive can be reckoned as the major and primary reason for sponsorship.

Status Motive

Invariably the event organizers prefer such companies or business concerns that have an elite status and an equal or quasi equal standard of business activities. Indeed, this issue   status is purely bases on psychology of the event organizers. They will not move out to any Tom Dick and Harry for attaining sponsorship.

Value Addition

The institutions which are organizing social events always desire to add value to the program as well to the organizations. So in selecting sponsorship they always try to be selective, because in such programs the banners, festoons, stand, signboard of the sponsors will be displayed and the companies which are popular and renowned in the market may create a positive impression for the organizers.

Sponsor's perspective

The reason which hinges upon sponsorship is primarily due to advertisement. The sponsors do agree to the event organizers of cultural events for reasons that are here under-

Advertisement Motive

Every business concern, large or small, desires to advertise for the concern. And sponsoring is an easy means to advertising in public. At the venue of the cultural program, various types of banners, signboards, festoons, posters, screens are displayed consisting of the advertisement of the sponsors. In such cultural programs a large number of people visit and these companies can easily convey the message to them. As it is proven that the thing which stays in front of our eyes, grab our attention and the impact lingers in our mind for a long period.

Place and Audience

Every business concern who do agree with the program or event organizers for sponsorship, look for the place where the program is going to be held, and most importantly, what demographic category of audience would be there. It has been found that if they think their goods and services cater to those viewers, then only they come to make a deal of sponsoring. Moreover, the sponsors do review the place and think whether their purpose can be served in such place. Along with this they also judge the viewers as their customers or prospects. So sponsorship by and large hinges on the place and audience.

New entrants

When any new business concern enters in the market, it desires to get acquainted with the people. These new entrants seek various means of advertisement. When an event organizer makes a deal with them, these new entrants grab the opportunity. So this can also be a reason for sponsorship. The new entrants may consider even the organizers as their prospective clientele.

Fortify Faith

Apparently this seems to be a very simple question that why does a business concern promote its business identity, albeit people have prior knowledge about the company? By serving to the customers, satisfying them, these business houses want to be in the mind of the customers which will fortify their faith for these companies. So when the event manager or program organizers come for sponsorship, they make a deal. When it is believed that the festoons, signboards, banners, containing the advertisement of the companies create a positive and lasting impression in the mind of the customers. Repeated presence of them in front of the sight is also believed to generate a sense of faith and   fortify it.

Enhancing Image/Shaping Consumer Behavior

Generally most of the companies try to occupy in the minds of the customers and in such approach they try to look numerous means to be familiar with. They try to concentrate on how they are perceived by their target audience.

By sponsoring cultural events that appeal to the target market segment that lead to shape buying behavior of the consumers and help generate a positive reaction. This can be through regularly supporting cultural events which can influence the consumer opinions.

Driving Sales

Sponsorship in cultural areas can be considered as an important and potent promotional tool. That ultimately leads to increasing in sales volume. This objective allows sponsors to showcase their product attributes.

Creating positive publicity

Sponsor generally remains in the quest of wide exposure in both electronic as well as print media. To maximize this objective, it is important for the sponsoring company to have a comprehensive media campaign to augment the   media coverage promoted by the organizers. Sponsoring cultural activities in different occasions may create positive publicity.

Differentiating from competitors

The time has gone where companies used to be monopolistic in nature. Today's world is very dynamic. A cut throat competition prevails in the market in each industry. The act of sponsoring an event is a significant way to create competitor differentiation. This is helpful to combat a competitor with a larger ad budget. Sponsorship allows smaller companies to compete with their industry giants.

FINDINGS

After analyzing the responses from the respondents it is found that there are various factors that are behind the rostrum of Sponsorship. Issues like why the organizers seek for sponsorship and on the other hand, why the sponsors agree to sponsor the event have been engaging the attention of social scientists. It is obvious that both of the participants have different motives. These perspective can be highlighted as (From the event organizer perspective) Cost Saving, Status Motive, Value Addition, and (Form Sponsors' Perspective) Advertisement Motive, Place and Audience, New entrants, Fortify Faith, Differentiating from competitors ETC. It is observed that Sponsorship of events in particular can be especially effective as a marketing tool because it can be a means of accessing a wide range of audiences such as decision makers in business, government entities, and of course customers. It turned beneficial for companies that take part in international trade, because sponsorship transcends cultural and language barriers.

CONCLUSION

Owing to the propensity of consumers to associate sponsors with the event they promote, it is important for companies to select events that are appropriate with their product or service they produce. In the field of tout a broad spectrum of shaping the consumers attitude, selecting cultural affairs are of having a great importance. On the other hand, organizing companies of the cultural affairs are also need to consider the issue where they are looking for a sponsoring company. Because these issues are pertaining to the image of the organizing companies. Therefore, while selecting a company for sponsorship by organizing companies and choosing a cultural program by the sponsoring company is very crucial in nature, sufficient concerns have to be considered before their approach.

Thus it is comprehended that there are several factors which work behind the rostrum from both perspectives. Another factor also may be at work behind substantial sponsorship; sponsorship is advertisement and advertisement expenses are partly exempt of taxes.

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With progress of time, social domains are over lapping. There is hardly anything like excusive domain; therefore, cooking spices may join the organizers of classical music and renowned shoe makes may prominently appear in a "meditation Congregation".

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