

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

ijrcm



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

as well as in Open J-Gate, India [link of the same is duly available at infibnet of University Grants Commission (U.G.C.)]

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1388 Cities in 138 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

[www.ijrcm.org.in](http://www.ijrcm.org.in)

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CUSTOMER RELATIONSHIP MANAGEMENT: A CASE STUDY OF BRITISH TELECOM BROADBAND CUSTOMERS HYDER KAMRAN & NITIN RAJ SRIVASTAVA	1
2.	INFLUENCE OF ORGANIZATIONAL STRUCTURE, SOCIAL INTERACTION AND DEMOGRAPHICAL VARIABLES ON ORGANIZATIONAL COMMITMENT: AN EMPIRICAL ASSESSMENT OF TWO LEVELS OF EMPLOYEES OF SAUDI ARABIA DR. NASSER S. AL-KAHTANI	7
3.	FINANCIAL DEREGULATIONS AND PRODUCTIVITY CHANGE IN PAKISTAN BANKING INDUSTRY RAFAQET ALI & MUHAMMAD AFZAL	12
4.	BRILLIANT INTELLIGENCE AND INTERNAL MARKETING EFFECT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR- STUDY OF EMPLOYEE IN HIGH TECHNOLOGY INDUSTRY FENG-LI LIN, JUI-YING HUNG & KUO-SONG LU	17
5.	AN IDENTIFICATION OF CRITICAL STRATEGIC SUCCESS FACTORS THAT MAKES ETHIOPIA ONE OF THE MOST ATTRACTIVE TOURIST DESTINATION DR. GETIE ANDUALEM IMIRU	25
6.	BARRIERS TO KNOWLEDGE MANAGEMENT IMPLEMENTATION IN UNIVERSITIES ROYA DARABI & AHMAD GHASEMI	32
7.	AN ASSESSMENT OF BANGLADESHI COMMERCIAL BANKS TREND TOWARDS UNIVERSAL BANKING MD. AL MAMUN	37
8.	COMPARISON OF IMAGE ENHANCEMENT TECHNIQUES ABDUL RASAK ZUBAIR	44
9.	STATIONARY DEMAND CURVE MODEL UNDER JUST IN TIME INVENTORY SYSTEM DR. KAVITA DAVE & DR. NITIN D. SHAH	53
10.	A STUDY OF LEADERSHIP STYLES IN PUBLIC-SECTOR ENTERPRISES (A CASE STUDY OF BHARATH EARTH MOVERS LIMITED) K. V. GEETHA DEVI, DR. G. RAMA KRISHNA REDDY & DR. G. HARANATH	55
11.	A STUDY ON CONSUMER AWARENESS, USAGE PENETRATION AND ADOPTION OF 3G MOBILE SERVICES IN INDIA SARIKA KHANNA & DR. NISHA AGARWAL	64
12.	THE IMPACT OF WORKPLACE STRESS ON HEALTH: THE MEDIATING ROLE OF SPIRITUALITY IN THE WORKPLACE NAGALAKSHMI. P & DR. K. JAWAHAR RANI	69
13.	EMPLOYMENT TO WOMEN IN INDIAN BEEDI INDUSTRY AN OPPORTUNITY OR THREAT: A CASE STUDY OF NIZAMABAD DISTRICT GIRISH KUMAR PAINOLI	72
14.	CELEBRITY ADVERTISEMENT AND ITS IMPACT ON BUYING BEHAVIOUR DR. S. BANUMATHY & DR. M. SUBASINI	76
15.	INFLUENCE OF PERSONALITY ON QUALITY OF WORK LIFE OF TEACHERS J. PARAMESWARI & DR. S. KADHIRAVAN	79
16.	LEADERSHIP ENHANCEMENT THROUGH ASSESSMENT AND DEVELOPMENT (LEAD) AT ALPHA PHARMACEUTICALS INDIA PRIVATE LTD. DR. GOWRI JOSHI & DR. BHARATI DESHPANDE	83
17.	ANALYSIS OF CUSTOMERS' PERCEPTION IN INDIAN BANKING SECTOR DR. ROSY KALRA	86
18.	DEMOGRAPHIC CHARACTERISTICS OF EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN INDIA DR. DEEPAKSHI GUPTA	93
19.	IMPACT OF ANIMATION ON CHILDREN J. J. SOUNDARARAJ & DR. D. V. S. JANAKIDAS	98
20.	A CASE STUDY ON TRAINING AND DEVELOPMENT WITH REFERENCE TO NUTRINE CONFECTIONERY COMPANY LTD., CHITTOOR (A.P) C. RAJANIKANTH	109
21.	SHIFTING PARADIGMS IN TEACHING PEDAGOGY OF B-SCHOOLS PRITAM P. KOTHARI, AVINASH A. DHAVAN & SHIVGANGA C. MINDARGI	116
22.	IMPERATIVES FOR GLOBAL RETAILERS EYEING INDIAN RETAIL MARKET- A STUDY OF WAL MART DR. SIDDHARATHA S BHARDWAJ & DR. MAMTA RANI	122
23.	CUSTOMERS' PERCEPTION TOWARDS E-BANKING SERVICES OF THE COMMERCIAL BANKS IN CUDDALORE DISTRICT RAVICHANDRAN & DR. A. MURUGARATHINAM	125
24.	CUSTOMER RETENTION CHALLENGES IN THE HYPERCOMPETITIVE INDIAN INDUSTRIES NIDHI KHURANA & AJEET KUMAR PATHAK	128
25.	SERVICES INNOVATION INSIDE AND OUTSIDE OF THE ORGANIZATION WITH THE HELP OF ICT DR. RAJESH N. PAHURKAR	133
26.	CREATING A SYSTEMATIC TRADING PLAN WITH AT THE MONEY CALENDAR CALL SPREAD IN NIFTY PRIYANKA VASHISHT	137
27.	GENDER EMPOWERMENT IN PRACTICE: A CASE STUDY OF BHARAT COKING COAL LIMITED, DHANBAD DR. N. C. PAHARIYA & ABHINAV KUMAR SHRIVASTAVA	143
28.	RETAIL STORE SELECTION CRITERIA USED BY CUSTOMERS IN DELHI-NCR: IMPLICATIONS FOR THE RETAILERS ANOOP KUMAR GUPTA	147
29.	CUSTOMER RELATIONSHIP MANAGEMENT IN TELECOM INDUSTRY – WITH REFERENCE TO BHARTI AIRTEL, ANDHRA PRADESH DR. K. RAJI REDDY, DR. D. THIRUVENGALA CHARY & SHATHABOINA. RAJU	152
30.	INITIATIVE TAKEN TOWARDS RETAIL MARKETING IN INDIA WITH REFERENCE TO LUCKNOW CITY (U.P.), INDIA SMRITI SRIVASTAVA & RAJEEV GUPTA	156
	REQUEST FOR FEEDBACK	161

## CHIEF PATRON

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

## PATRON

**SH. RAM BHAJAN AGGARWAL**

Ex. State Minister for Home & Tourism, Government of Haryana  
Vice-President, Dadri Education Society, Charkhi Dadri  
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

## CO-ORDINATOR

**AMITA**

Faculty, Government M. S., Mohali

## ADVISORS

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

## EDITOR

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

## CO-EDITOR

**DR. BHAVET**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

## EDITORIAL ADVISORY BOARD

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P. J. L. N. Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

**ASSOCIATE EDITORS**

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PROF. A. SURYANARAYANA**

Department of Business Management, Osmania University, Hyderabad

**DR. ASHOK KUMAR**

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**PROF. V. SELVAM**

SSL, VIT University, Vellore

**DR. PARDEEP AHLAWAT**

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

**S. TABASSUM SULTANA**

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

**SURJEET SINGH**

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

**TECHNICAL ADVISOR**

**AMITA**

Faculty, Government H. S., Mohali

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

**FINANCIAL ADVISORS**

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

**LEGAL ADVISORS**

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

**SUPERINTENDENT**

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or [info@ijrcm.org.in](mailto:info@ijrcm.org.in).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

### 1. COVERING LETTER FOR SUBMISSION:

DATED: \_\_\_\_\_

THE EDITOR  
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other. **please specify**)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' \_\_\_\_\_ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

#### NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

#### NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of** (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION**

**REVIEW OF LITERATURE**

**NEED/IMPORTANCE OF THE STUDY**

**STATEMENT OF THE PROBLEM**

**OBJECTIVES**

**HYPOTHESES**

**RESEARCH METHODOLOGY**

**RESULTS & DISCUSSION**

**FINDINGS**

**RECOMMENDATIONS/SUGGESTIONS**

**CONCLUSIONS**

**SCOPE FOR FURTHER RESEARCH**

**ACKNOWLEDGMENTS**

**REFERENCES**

**APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

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

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITE**

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



**FINANCIAL DEREGULATIONS AND PRODUCTIVITY CHANGE IN PAKISTAN BANKING INDUSTRY**

**RAFAQET ALI**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF ECONOMICS**  
**GOMAL UNIVERSITY**  
**D. I. KHAN**

**MUHAMMAD AFZAL**  
**PROFESSOR**  
**DEPARTMENT OF MANAGEMENT SCIENCES**  
**COMSAT INSTITUTE OF INFORMATION TECHNOLOGY**  
**ISLAMABAD**

**ABSTRACT**

*This study aims to assess productivity changes in Pakistan banking industry during post financial reforms period. Numbers of banking reforms have been implementing since 1991 in order to improve the performance of this sector. Panel data of 26 individual banks from 2004 to 2009 is used and Malmquist total factor productivity indexes are applied. For further deep understanding, these banks are also classified into small, medium and large banks groups as per their asset accumulations. It is found that progress in productivity change exists during the analysis period and efficiency change / catching-up affect is more pronounced for determining progress in productivity of Pakistan banking industry and even offsets deteriorating trend of technological change. Moreover, small and large banks enjoy progress in productivity compare to medium banks.*

**KEYWORDS**

Pakistani banks, DEA, Productivity, Malmquist Indices.

**INTRODUCTION**

A sound and well-developed banking sector has pivotal status in any economy due to its significant financial intermediary role. Voluminous empirical literature posits that bank based financial intermediation exerts positive impact on economic growth and development (King & Levine 1993; Gregorio & Guidotti, 1995; Levine et al. 2000). Moreover, banking system has dominance in financial sector of developing countries. Considering this, performance evaluation of this sector is of paramount importance.

Highly regulated banking industry generally characterizes less efficient & productive, high cost and none or less competitive which ultimately impede the performance of the economy. In highly command and regulated banking sector, allocation of credit are not made on market basis rather credit rationing for some preferential sectors exists. Influence of political and other governing class can't be overruled for using the financial resources of this sector for their vested interests. Least competitiveness is one of the obstacles which hampers efficiency and productivity of this sector. Conversely, less regulated / deregulated banking industry associated with cost savings activities resultantly, productivity of the industry may increase.

During the last few decades, lot of structural changes occurs all over the globe and notable one is deregulation in banking sector so that financial resources can be optimally used on market basis. Large numbers of developed and developing countries have implemented deregulations in their banking sector in order to enhance competitiveness and performance of this sector. Pakistan also introduced numerous prudent measures in banking sector from 1990s which are still going-on. Prior to that, all Pakistani banks were nationalized in 1974 with some social objectives. But nationalization of banking sector eroded performance and competition in this sector. Dysfunctions of this sector was occurred due to excessive role of influential powers on issuance of loans which created loans recovery problem, therefore, non performing loans ratio increased. In addition to that, due to direct influence of political forces created overstaffing, over branches in this sector, hence, services quality of banks severely deteriorated. Moreover, during nationalized era real deposit rate remained negative in most of the years which discouraged banks deposits (Khan, 1996; Zaidi, 2005). All these factors affected the performance and productivity of Pakistan banking industry. Resultantly, deregulatory measures in banking industry of this country were started. Initially, private sector was allowed to open new private banks in Pakistan and considerable autonomy was given to State Bank of Pakistan<sup>1</sup>. Four public sector banks were privatized. Even during the recent period, some noteworthy reforms were taken place, for instance; liberalization policy for bank branches, merger and acquisition of banks, e-banking, usage of ATMs etc. (Khan & Khan 2007). Now, private domestic banks enjoy dominant share in Pakistan banking sector. Banking industry of this country is flourishing due to the banking reforms which have been implemented during the almost two decades.

Apparently, financial deregulations pave the way for competitiveness in banking industry and boost productivity of the industry but this can be validated with empirical support, therefore, productivity analysis of banking industry is an important question which needs to be addressed. Voluminous empirical literature is available on this issue around the world. It is evident from literature that impact of financial liberalization on productivity of banking sector varies from country to country. Some studies claim positive contribution of deregulation on banking productivity change (see, Berg et al. 1992; Avkiran, 2000; Isik & Hassan, 2003; Kumbhakar & Wang, 2007). Whereas, some researchers unveil that there is no significant impact of banking reforms on productivity of banks (e.g., Rizvi 2001; Dogan & Fausten 2003; Moffat, et al. 2009).

The prime objective of this study is to analyze productivity change along with efficiency and technological changes in Pakistan bank industry during post financial deregulation period. Literature on productivity analysis of Pakistan banking industry is too limited and incomprehensive. To our knowledge, only Rizvi (2001) and Jaffry et al. (2005) addressed this issue for Pakistan but both these studies used data of 1990s and no study is available on this subject for recent period. The first contribution of this study is to fill this gap and analyzes the impact of financial deregulations on productivity of Pakistan banking industry by using recent data of 26 scheduled banks operating in Pakistan from 2004 to 2009. Secondly, we use Malmquist total factor productivity changes Indices based on non-parametric technique; Data Envelopment Analysis (DEA) through which productivity change is further bifurcated into efficiency change and technological change. Efficiency change is further decomposed into pure technical efficiency change and scale efficiency change. Thirdly, we classified the banks into small and medium and large banks categories in order to have deep understanding about productivity changes in these different banking groups.

The remainder of the article is organized as follows. Section 2 presents review of existing literature on productivity analysis of banking industry. In section 3 methodology and data are discussed. Section 4 contains empirical results whereas last section is devoted for some concluding remarks.

<sup>1</sup> State Bank of Pakistan is a central bank of this country.

## LITERATURE REVIEW

Various studies assessed productivity change in banking industry around the world. Noulas (1997) found increase in productivity of Hellenic public and private banks; however, technological progress is the major channel which contributed in productivity of public banks whereas dominance of efficiency improvement unveiled for private banks' productivity. Comparison of productivity change for different European and US banking industries was the aim of Pastor, et al. (1997). This study classified bank industries into two groups as per productivity. Banks of Italy, Belgium, Austria and Germany were more productive whereas banks of Spain, UK, France & USA were found less productive. Isik & Hassan (2003b) analyzed the impact of financial disruption 1994 on Turkish banks and claimed that productivity of Turkish banks decreased in 1994 due to deterioration in technological progress. They further found that foreign banks were the major victims of this crisis compared public sector banks. Although banks of all sizes faced productivity loss but small banks received severe impact.

A number of studies examined the effect of banking deregulations on productivity change in banking industry all over the world; however, the results of the studies vary from country to country. Varied impacts of deregulations on bank productivity are subject to specific conditions of particular banking industry, nature of reforms and research technique (Kumbhakar & Lozano-Vivas, 2005). Some studies illuminate that productivity of banking sector enhanced in response to financial reforms. For instance, Berg et al. (1992) examined productivity of Norwegian banks during pre and post deregulations. This study was among the first which used Malmquist index to meet the objective. They found deterioration in productivity prior to deregulations but progress in post-deregulation period and particularly, rapid increase in productivity of large banks was observed. Avikan (2000) analyzed productivity of Australian banks during deregulations period from 1986 to 1995 and unveiled growth in Australian banks' productivity. This study unveiled technological change was the major source of this growth instead of efficiency change. Isik & Hassan (2003) utilized Malmquist indices for productivity analysis of Turkish banks and found positive impact of deregulations as productivity of all types of banks increased during the analysis period. Moreover, efficiency change dominated over technological change in order to enhance total factor productivity whereas management efficiency was the major source of efficiency change. Kumbhakar & Lozano-Vivas (2005) found that productivity of Spanish saving and commercial banks enhanced during deregulation era and more specifically, positive impact of European deregulations was more prominent on productivity of savings banks. In order to find the impact of financial reforms on productivity of banking sectors Indian sub-continent's countries, Jaffry et al. (2005) carried out a study by taking data for the period 1993-2001. They also used Malmquist total factor productivity indexes and elucidated positive impact of banking reforms on productivity of banks operating in Pakistan, India and Bangladesh. Rezitis (2006) revealed that Greek banks gained growth in productivity during post-reforms period whereas technological progress was the major source for this growth. Kumbhakar & Wang (2007) found progress in total factor productivity of Chinese banks during post reform period. Moreover, this growth was higher for Joint-equity banks compared to complete public-owned banks.

Conversely some studies found no significant impact of deregulations on banking productivity. For instance, Rizvi (2001) analyzed total factor productivity change through Malmquist TFP index by taking data of schedule banks of Pakistan for financial deregulation period 1993-1998 and claimed no progress in productivity of banks during the period under consideration. Dogan & Fausten (2003) examined productivity change of Malaysian banks during financial deregulation period 1989-1998. They found no any impact of financial liberalization on banking productivity and further claimed that larger banks were more unproductive compared to smaller banks. Examining the effect of merger and acquisition on productivity of Greek banks was the objective of Rezitis (2008) and for this purpose, he used Generalized Malmquist index. This study illuminated no progress in productivity of Greek banks whereas technical efficiency of merged banks also deteriorated which was the main hindrance in productivity growth. Moffat, et al. (2009) analyzed total factor productivity change of Botswana's financial institutions in post financial reform period. This study unveiled no growth in productivity of financial institutions during deregulation era whereas regressing trend in technological change was the major reason for this non-productivity.

## METHODOLOGY AND DATA

Productivity change analysis is one of the ways to assess the performance of banking sector. Three types of indexes namely; Fischer, Tornqvist, and Malmquist indexes are used for productivity analysis (Pastor et al. 1997; Rebelo & Mendes, 2000). However, recently Malmquist total factor productivity changes index has been extensively applied in financial literature. Rebelo & Mendes (2000) mentioned three advantages of Malmquist index over Fischer and tornqvist indexes. Firstly, prices of inputs and outputs are not required for this index. Secondly, it is free from cost minimization or profit maximization assumptions and lastly productivity can be decomposed into technical efficiency (catching-up effect) and technological change (shift of frontier due to advancement) provided that panel data is used. The major demerit of this index is regarding computation of distance function; however, non-parametric based Data Envelopment Analysis (DEA) approach application can solve this problem (Rebelo & Mendes 2000).

Malmquist productivity indices can be estimated either through input or output based approach. The former shows saving of inputs at given level of output whereas latter is related to attain maximum possible output at given level of input. Following, Berg et al. (1992); Pastor et al. (1997); Rebelo & Mendes (2000) and Moffat et al. (2009), this study used input oriented Malmquist productivity index.

Following Fare et al. (1994) and Coelli (1996) input based Malmquist productive change Index is specified as:

$$M_i^{t+1}(z_{t+1}, y_{t+1}, z_t) = \left[ \frac{d_i^t(y_{t+1}, z_{t+1})}{d_i^t(y_t, z_t)} \times \frac{d_i^{t+1}(y_{t+1}, z_{t+1})}{d_i^{t+1}(y_t, z_t)} \right]^{1/2} \quad (1)$$

Where,

$M_i$  = Malmquist productivity change index whereas 'i' represents as input based index. It shows productivity change in  $t+1$  time with reference the base time  $t$

$ds$  = Distance function.

$y$  = Level of Inputs

$z$  = Level of outputs

The solution of equation 1 provides the results of Malmquist productivity change index which are summarized at Table 1.

TABLE 1: PRODUCTIVITY CHANGES LEVEL

Malmquist index results	Interpretation
If $M$ is greater than unity	Progress in productivity
If $M$ is equal to unity	No change in productivity
If $M$ is less than unity	Regress in productivity

This index formulation can also be decomposed in the following form.

$$M_i^{t+1}(z_{t+1}, y_{t+1}, z_t) = \frac{d_i^t(y_{t+1}, z_{t+1})}{d_i^t(y_t, z_t)} \times \left[ \frac{d_i^t(y_{t+1}, z_{t+1})}{d_i^{t+1}(y_{t+1}, z_{t+1})} \times \frac{d_i^{t+1}(y_t, z_t)}{d_i^{t+1}(y_t, z_t)} \right]^{1/2} \quad (2)$$

Where

$$\text{Technical efficiency Change (TEC)} = \frac{d_i^{t+1}(y_{t+1}, z_{t+1})}{d_i^t(y_t, z_t)} \quad (3)$$

and

$$\text{Technological Change (TECHC)} = \left[ \frac{d_i^t(y_{t+1}, z_{t+1})}{d_i^t(y_{t+1}, z_{t+1})} \times \frac{d_i^t(y_t, z_t)}{d_i^{t+1}(y_t, z_t)} \right]^{1/2} \quad (4)$$

This decomposition shows that Malmquist index formulation equation 2 is a product of technical efficiency changes /catching up effect and technological changes / shift of frontier. Catching-up part shows change in efficiency at ' $t+1$ ' from ' $t$ ' time. Like productivity change results' interpretation, the value of catching-up component greater than unity indicates progress in efficiency change, equal to unity means stagnation in efficiency change and less than unity



postulates declining trend in efficiency change. Shift in production frontier can be due to technological innovations or shocks. The value of frontier shift components greater than, equal and less than unity means progress, no change and regress in technological change respectively at period 't+1' compare to period 't'. Both technical efficiency change and technological changes fabricate productivity change of the analyzed institution(s).

The above mentioned equations are based on constant return to scale (CRS) assumptions for distance functions, however, with the application of variable return to scale (VRS) distance functions, technical efficiency change / catching-up effect can be further decomposed into pure technical efficiency change and scale efficiency change (Fare et al. 1994). Pure technical efficiency (PTEC) is known as management efficiency and scale efficiency changes (SEC) is scale operation. As elaborated by Isik & Hassan (2003) and Reztis (2006), the decompositions of efficiency change (TEC) into pure technical efficiency change (PTEC) and scale efficiency change (SEC) are as follows.

$$\text{Pure Technical Efficiency Change (PTEC)} = \frac{d_t^{t+1[VRS]}(y_{t+1}, z_{t+1})}{d_t^{t[VRS]}(y_t, z_t)} \quad (5)$$

and

$$\text{Scale Efficiency Change (SEC)} = \left[ \frac{d_t^{t+1[CRS]}(y_{t+1}, z_{t+1}) / d_t^{t+1[VRS]}(y_{t+1}, z_{t+1})}{d_t^{t[CRS]}(y_t, z_t) / d_t^{t[VRS]}(y_t, z_t)} \right] \quad (6)$$

To estimate Malmquist indices, the above mentioned distance functions are to be solved and for this purpose, linear programming based DEA approach can be used as suggested by Fare et al (1994); Coelli (1996); Rebelo & Mendes (2000); among others. This study uses DEAP 2.0 computer program, devised by Coelli, (1996), for estimation of Malmquist indices through DEA technique.

The findings of these indices give variety of results regarding performance of banking industry. For example, if TECHC is greater than TEC then one can conclude that TFP growth is more influenced by technological change, however, conversely if TEC is more than TECHC, one can draw conclusion that efficiency change is more prominent for determining progress in TFP growth. Besides that, bifurcation of TEC into PTEC and SEC helps to decide that as to whether managerial efficiency change (PTEC) is more important or scale efficiency change (SEC) for TEC. For instance, one can arrive on the decision that technical efficiency progress is more likely due to managerial efficiency progress than scale efficiency change and vice versa.

#### DATA

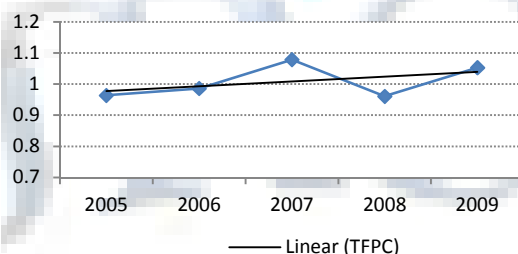
Input and output variables selection is a debatable issue in financial literature for productivity and efficiency analysis and a few approaches are available in the literature for this purpose. However, out of these, intermediation approach and production approach have been extensively used. According to former approach, banks are financial intermediaries between savers and investors whereas latter approach supposes banks as service providers for their accounts holders (Berger & Humphrey, 1997). Following Rebelo & Mendes (2000), Rizvi (2001) and Reztis (2006), this study chooses intermediation approach for identifications of inputs and outputs. Three inputs namely; i) employees (in numbers), ii) Operating fixed assets and iii) deposits + other accounts are selected whereas i) investments and ii) advances issued by banks are chosen as outputs for analysis purpose.

For analyzing the impact of banking deregulations on productivity of Pakistan banking industry, this study selects 26 schedule banks for each year during the period from 2004 to 2009, which constitutes balanced panel data<sup>2</sup>. Out of these total 26 schedule banks, 16 are private commercial banks, 4 are foreign banks, 3 are public sector commercial banks and remaining 3 are specialized banks. Classifications of banks into different groups according to assets accumulations are vogue in finance literature for banking performance analysis. This type of analysis also paves the way for better understanding the performance of banking industry. In addition to productivity change analysis of all 26 banks, this study also classified these banks into three groups namely; small, medium and large banks according to each bank's assets accumulation. The banks which hold assets more Rs.250,000 (millions) are categorized as large banks whereas the banks possess assets between Rs. 50,000 - 249,000 (millions) and less than Rs. 49,000 (millions) are earmarked medium banks and small banks respectively<sup>3</sup>. The numbers of these three classified banks are varied from year by year. The data for these individual banks are taken from Banking Statistics of Pakistan 2009<sup>4</sup>.

#### EMPIRICAL FINDINGS

Graphical analysis of Total factor productivity change (TFPC) of all banks is presented in figure 1, which shows that over the period of time, banks attain gradual progress in banking productivity as shown in linear trend line. Basically, this change is measured between two periods i.e. change in 't+1' period compare to 't' time period that is the reason, although we have selected data from 2004 but the results come from 2005. As explained earlier, TFPC is the product of technological change / change in frontier due to innovation and efficiency change / catching-up. Figure 2 and 3 postulate these two components of TFPC and these figures reveal that during the analysis period technological change (TECHC) is regressed whereas efficiency change (TEC) is considerably increased. The trends in these components show that TEC is the major contributor in progress of TFPC and also offset the regressing trend in TECHC, to some extent. Besides, the graphical analysis, the results of Malmquist indices are also given in Table 2. Mean values of TFPC, TECHC and TEC during the period also confirms that TEC played vital role in progress of TFPC whereas TECHC deteriorated. As far as two other components of TEC – pure technical efficiency change (PTEC) and scale efficiency change (SEC) are concerned, this table also reveals that both have positively contributed in TEC change which in turn influenced TFPC progress. In the year 2006, all indices regressed / decreased except TECHC. On the other hands, TEC and its components – PTEC and SEC increased during the analysis period except for the year 2006. This shows that 2006 was the turmoil year regarding the performance of Pakistan banking industry.

FIGURE 1: TOTAL FACTOR PRODUCTIVITY CHANGE INDEX OF ALL BANKS



<sup>2</sup> For Malmquist TFP indices analysis, balanced panel data is required, therefore, to meet this, this study selected 26 banks as balanced panel data for six years is only available for only these banks.

<sup>3</sup> These amounts are in millions Pak Rupees.

<sup>4</sup> Bank statistics of Pakistan is a regular annual publication of State Bank of Pakistan.

FIGURE 2: TECHNOLOGICAL CHANGE INDEX OF ALL BANKS

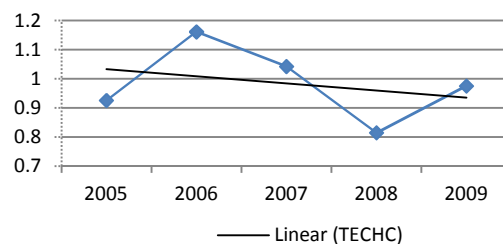


FIGURE 3: EFFICIENCY CHANGE INDEX OF ALL BANKS

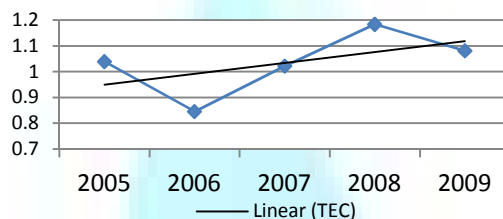


TABLE 2: ALL BANKS' RESULTS OF MALMQUIST TFP CHANGE INDEX AND ITS COMPONENTS

	2005	2006	2007	2008	2009	Mean
TFPC	0.964	0.986	1.079	0.961	1.053	1.008
TECHC	0.926	1.162	1.043	0.815	0.976	0.985
TEC	1.039	0.845	1.022	1.184	1.081	1.034
PTEC	1.051	0.995	1.001	1.029	1.015	1.018
SEC	1.027	0.847	1.025	1.161	1.067	1.026

TABLE 3: RESULTS OF MALMQUIST TFP CHANGE INDEX AND ITS COMPONENTS (SMALL, MEDIUM &amp; LARGE BANKS)

	2005	2006	2007	2008	2009	Mean
<b>Small banks</b>						
No. of Banks	14	13	11	10	9	
TFPC	0.940	1.049	1.186	0.918	0.970	1.012
TECHC	0.892	1.170	1.096	0.853	0.879	0.978
TEC	1.048	0.883	1.052	1.077	1.100	1.032
PTEC	1.139	0.999	1.017	1.078	1.029	1.052
SEC	0.976	0.880	1.033	1.000	1.074	0.992
<b>Medium banks</b>						
No. of Banks	7	7	9	10	10	
TFPC	0.971	0.884	0.934	0.954	1.135	0.976
TECHC	0.996	1.107	0.990	0.802	1.035	0.986
TEC	0.974	0.810	0.950	1.191	1.102	1.005
PTEC	0.924	1.002	0.947	0.992	1.029	0.979
SEC	1.059	0.811	1.017	1.214	1.071	1.035
<b>Large banks</b>						
No. of Banks	5	6	6	6	7	
TFPC	1.019	0.968	1.099	1.045	1.044	1.035
TECHC	0.925	1.207	1.027	0.776	1.017	0.990
TEC	1.105	0.802	1.074	1.352	1.027	1.072
PTEC	0.981	0.980	1.055	1.008	0.975	1.000
SEC	1.124	0.819	1.022	1.342	1.054	1.072

Besides the productivity change analysis of all 26 banks, this study also categorizes these banks into small, medium and large banks according to their assets accumulations. The numbers of these banks changed from year to year. The results for TFPC, TECHC, TEC, PTEC AND SEC for three groups along with number of banks in each group each year are given in Table: 3. This table shows that in the years 2006 and 2007 there was progress in TFPC of small banks and in the remaining years a slight regressing trend prevails, however, mean value of TFPC index unveils overall progress in productivity change of small banks. Considerable increase in catching-up (TEC) is witnessed during the analysis however, in only 2006 TEC deteriorates. On the other hand, small banks faced regressing trend in technological regress during the analysis period. Catching-up (TEC) effect of small banks is also influenced by PTEC and SEC positively. Medium banks group faced deterioration in productivity change throughout the period except for the year 2009. However, increase in SEC is observed during four out of five years which overweigh managerial efficiency (PTEC) for determining TEC. Significant progress in productivity change is materialized in large banks group and this improvement was seen throughout the period except in the year 2006. In this group, TECHC prevails during three years whereas TEC exists in four years which shows the importance of catching-up effect for determining TFPC of large banks. The findings regarding further bifurcation of TEC into PTEC and SEC elucidate that SEC is more pronounced than managerial efficiency changes for determining catching-up progress of large banks. In brief, small banks and large banks groups enjoy progress in productivity change compare to medium banks. One common feature among these groups is that technical efficiency change / catching-up effect is stronger in the progress of productivity than technological change. Moreover, increase in management efficiency change (PTEC) is more pronounced in small banks group than its other counterparts. Overall productivity change analysis illuminates that during the selected period, productivity of Pakistan banking industry increase which shows that banking deregulations policy is beneficial for better performance of this sector.

**CONCLUDING REMARKS**

Numerous banking reforms have been implementing in banking industry of Pakistan since 1991, even during the recent period, different banking reforms have been executed in order to enhance the performance of Pakistan banking sector. This study examines productivity changes in banking industry during post financial reforms period. To meet the objective, 26 individual banks' panel data from 2004 to 2009 is used and Malmquist indices are applied for productivity analysis. In addition to that, these banks are categorized into small, medium and large banks groups according to assets accumulations of individual banks. This study finds progressive trend in productivity change of the Pakistan banking industry during the period. Technological change deteriorates during the analysis period, however, considerable progress in efficiency change is observed. Efficiency change / catch-up effect played pronounced role in progress of productivity change in banking industry and also offsets negative effect of deteriorated trend in technological change. Moreover, progress in total factor productivity changes is observed in small and medium banks compare to medium banks.

**REFERENCES**

1. Avkiran, N. K. (2000), "Rising productivity of Australian Trading Banks under Deregulation 1986-1995", *Journal of Economics and Finance*, Vol. 42, No.2, pp.122-140.
2. Berg, S. T., Forsund, F. R. and Jansen, E. S. (1992), "Malmquist Indices of Productivity Growth during the Deregulation of Norwegian Banking 1980-89", *The Scandinavian Journal of Economics*, Vol.94, pp.S211-S228.
3. Berger, A. N. and Humphrey, D. B. (1997), "Efficiency of Financial Institutions: International Survey and Directions for Future Research", *European Journal of Operational Research*, Vol.98, pp.175-212.
4. Coelli, T. J. (1996), "A Guide to DEAP Version 2.1: A Data Envelopment Analysis (Computer) Program", CEPA working paper No.8/96, Australia: Department of Econometrics, University of New England.
5. Dogan, E. and Fausten, D. K. (2003), "Productivity and Technical Change in Malaysian Banking: 1989-1998", *Asia-Pacific Financial Markets*, Vol.10, pp. 205-237.
6. Fare, R., Grosskopf, S., Norris M. and Zhang, Z. (1994), "Productivity Growth, Technical Progress and Efficiency Change in Industrialized Countries", *The American Economic Review*, Vol.84, No. 1, pp.66-83.
7. Gregorio, J. D. and Guidotti, P.E. (1995), "Financial Development and Economic Growth", *World Development*, Vol.23, No.3, pp. 433-448.
8. Isik, I. and Hassan, M. K. (2003), "Financial Deregulation and Total Factor Productivity Change: an Empirical Study of Turkish Commercial Banks", *Journal of Banking & Finance*, Vol. 27, pp.1455-1485.
9. Isik, I. and Hassan, M. K. (2003b), "Financial Disruption and Bank Productivity: The 1994 Experience of Turkish banks", *The Quarterly Review of Economics and Finance*, Vol.43, pp.291-320.
10. Jaffry, S., Ghulam, Y., Pascoe S. and Cox, J. (2005), "Regulatory Changes and Productivity of the Banking Sector in the Indian Sub-continent", *The Pakistan Development Review*, Vol. 44, No.4-II, pp. 1021-1047.
11. Khan, M. Z. (1996), "Pakistan: Prospects for Private Capital Flows and Financial Sector Development", *The Pakistan Development Review* Vol. 35, No.4, pp. 853-883.
12. Khan, M. A. and Khan S. (2007), "Financial Sector Restructuring in Pakistan", *Lahore Journal of Economics*, (Special Ed.), pp.97-125.
13. King, R. G. and Levine, R. (1993), "Finance and Growth: Schumpeter might be Right", *The Quarterly Journal of Economics*, Vol.108, No. 3, pp.717-737.
14. Kumbhakar, S. C. and Lozano-Vivas, A. (2005), "Deregulation and Productivity: The Case of Spanish Banks", *Journal of Regulatory Economics*, Vol. 23, No. 3, pp.331-351.
15. Kumbhakar, S. C. and Wang, D. (2007), "Economic Reforms, Efficiency and Productivity in Chinese Banking", *Journal of Regulatory Economics*, Vol.32, 105-129.
16. Levine, R., Loayza, N. and Beck, T. (2000), "Financial Intermediation and Growth: Causality and Causes", *Journal of Monetary Economics*, Vol.46, pp. 31-77.
17. Moffat, B., Valadkhani, A. and Harvie, C. (2009), "Malmquist Indices of Productivity Change in Botswana's Financial Institutions", *Global Business and Economics Review*, Vol.11, No.1, pp. 28-43.
18. Noulas, A. G. (1997). Productivity Growth in the Hellenic Banking Industry: State versus Private Banks", *Applied Financial Economics*, Vol.7, pp. 223-228.
19. Pastor, J. M., Perez, F. and Quesada, J. (1997), "Efficiency Analysis of Banking Firms: An International Comparison", *European Journal of Operational Research*, Vol.98, pp. 395-407.
20. Rebelo, J. and Mendes, V. (2000), "Malmquist Indices of Productivity Change in Portuguese Banking: The Deregulation Period", *International Advances in Economic Research*, Vol.6, No. 3, pp. 531-543.
21. Reztis, A. N. (2006), "Productivity Growth in the Greek Banking Industry: A Non-Parametric Approach", *Journal of Applied Economics*, Vol. 9, No.1, pp.119-138.
22. Reztis, A. N. (2008), "Efficiency and Productivity Effects of Bank Mergers: Evidence from the Greek Banking Industry", *Economic Modelling*, Vol.25, pp.236-254.
23. Rizvi, S. F.A. (2001), "Post-liberalization Efficiency and Productivity of the Banking Sector in Pakistan", *The Pakistan Development Review*, Vol. 40, No.4-II, pp. 605-632.
24. Zaidi, S. A.(2005), "Issues in Pakistan's Economy", Second Edition, Oxford University Press Karachi.

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce, IT and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

