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Editor Desk

Greetings to ALL....

I believe this is the phase, we can foresee the emerging face of innovative management practices. The present day executive are eager to rewrite rules to sail on the tides of success.

I consider today is very humbling for me to request, all of you to bestow your invaluable guidance to build to heralded new management direction, which can be achieved by inspiring imaginative and innovative articles. Let the articles of us, so the seed in young executive mind which brings the best in them.

The lasting effects of this organization past accomplishments stand as testaments to the belief that a small group of committed individuals can make a difference. As we move forward, our emphasis will continue on creating young, vibrant and dedicated Managers and Leaders, intellectually and emotionally competent to meet the challenges of organizational nuances both at national and international level.

Entering its second year, the academy remains deeply rooted to its commitment on building a legacy of impacting quality of life in this region.

All these experiences in strategy formulation, marketing, HR , financing in various segments of service industry would be something that **PRIMAX IJCMR** values immensely. We would like to showcase the state of art research with lot of rigour and freshness in its approach. We value your support immensely and invite you to be a part of this research movement.

Finally, I truly believe in the African proverb - **“If you want to go fast, go alone. But if you want to go far, go together.”** Indeed, we want to work together with all of you to proceed as far as our vision, mission, talents, resources, and dreams lead us. With your support, the only direction we can go is onward and upward.

With Regards



Prof. T.Rajeswari., M.Sc.,M.A(Eng.),M.B.A.,M.A(Soc)

Managing Editor- PIJCMR.

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THE EFFECT OF NEW ECONOMIC MODEL ON BRAIN DRAIN: AN EMPIRICAL STUDY IN MALAYSIA

Jayaraman. K¹Ang Woon Chau²Sofri Yahya³

Abstract

Out of 29 million populations in Malaysia, more than one million Malaysians are working or pursuing higher studies in abroad for better opportunities, life style and higher standard of living. Although Malaysia is developing at a faster rate, it faces the challenges on the issues related to brain drain. The implementation of the New Economic model (NEM) in Malaysia during the year 2010 may be one of the remedial measures addressed but to be tested for its impact. The present paper explores the main causes of the brain drain in Malaysia and investigates the effect of NEM not only to retain Malaysian professionals in the home country but also to bring back others working outside Malaysia. The findings of this paper indicates that there is a significant positive relationship between higher expectations, perceived opportunities and lack of security on the intention of Malaysian professionals to settle in abroad for work or study. Interestingly, the introduction of NEM makes professionals to remain in the country for work /study due to future prospects of business environment and scope for higher income and sustainability.

Key words: New economic model; Brain drain; Sustainability; High Income group.

Introduction

Brain drain is a phenomenon in which people of a high level of skills, qualifications, and competence leave the country and emigrates. Although the phenomenon of brain drain is not new, it has gained much attention over the last decade or so. The increased interest in the topic can be due to rapid globalization, and a host of political, economic, sociological, and technological factors (Baruch et al., 2007). The globalization has increased the mobility of the professionals and enabled them to seek international opportunities more easily. Most of the brain drain at a national level occurs when immigrants move from developing countries to developed countries (Altbach & Bassett, 2004; Creehan, 2001; Crush, 2002; van Rooyen, 2001). It has direct impact on the demand for professionals between countries. If a professional decides to stay and work for other countries, the cognitive and psychomotor skills extended by him to the home country have a negative impact on the country's development. The most direct effect of emigration is to reduce the number of educated workers who are critical to the productivity and to the developing country's economic growth (Lowell & Findlay, 2001). On the other hand, return migrants bring back their skills and work experience from abroad and consequently boosting productivity of their own origin (Lowell & Findlay, 2001). Hence, it is very important to retain and get back the talents and prevent brain drain in home country to help brain gain.

Although there are substantial researches done on the topic of intentions to go abroad by different researchers from different countries (Tessema, 2010; Tahir et al., 2011; Khoo et al., 2011), there are only a few researchers on brain drain being conducted in South East Asia especially in Malaysia since a country which faces a high brain drain issue (Jauhar & Yusoff, 2011). Therefore, the first model of the current study focuses on the significant factor which leads the professionals and potential students to leave Malaysia. The New Economic Model (NEM) was introduced in Malaysia during the year 2010, which states several norms and policies to address Malaysia brain drain issue (National Economic Advisory Council, 2010). In spite of NEM, it is difficult to retain Malaysian .

Professionals who are looking forward to move abroad. Hence, the second model is developed in the present study to investigate the attraction and effectiveness of NEM to transform brain drain to brain gain to Malaysia.

Brain drain

The term 'brain drain' has come to be synonymous with the movement of human capital in which the net flow of expertise is heavily in one direction (Salt, 1997). The use of the word 'brain' pertains to any skill, competency or attribute that is seen as a potential asset. 'Drain' implies the rate of exit of the most talented is at a greater level than 'normal' (Bushnell & Choy, 2001). Brain drain is typically perceived as having a negative impact on the source of country's welfare. The detrimental effect

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seems to be higher in developing countries where skilled manpower is already in scarce and added to the significant brain drain of the educated labour force. Besides, the positive impact of remittance sent home by emigrants has recently argued (Beine et al., 2001; Stark & Wang, 2002; Stark, 2004) since brain drain may increase the incentive to acquire better education in the source country. In addition, the literature has recognized that the brain drain confers other benefits to the origin country attributed to return migration which enables the transfer of knowledge acquired abroad (Dustmann & Kirchkamp, 2002) and the choice of self-employment and entrepreneurial activities (Mesnard & Ravallion, 2001). By the creation of migrant networks, labour outflow may also help to reduce informational barriers to foreign direct investments (FDIs) and thus increase the attractiveness of the home country to foreign investors (Kugler & Rapoport, 2007). Finally, migration is also shown to improve child health and lowering infant mortality in the sending country and is thus a key determinant of future productivity (Hildebrandt & McKenzie, 2005). In literature, the researchers found many determinants that influence the intention to go abroad and eventually cause brain drain. An impressive literature review was done and the list of the most popular factors which may lead to brain drain was shown in Table 1.

Table - 1: Summary of previous literature review on brain drain

Factors	Authors
Financial advantage/ Wages	Kangasniemi et al. (2007); Hendel and Kagan (2010); Connell et al. (2007); Tansel and Gungor (2002); Barrett and Goggin (2010); Tahir et al. (2011); Dahl and Sorenson (2010); Oosthuizen and Ehlers (2007); Kazlauskiene and Rinkevicius (2006); Serour (2009)
Career advancement	Kangasniemi et al. (2007); Carr et al. (2005); Connell et al. (2007); Gaiduk et al., (2009); Clark et al. (2006); Lu et al. (2009); Oosthuizen and Ehlers (2007); Kazlauskiene and Rinkevicius (2006)
Access to good technology (Training)	Connell et al. (2007); Gaiduk et al. (2009); Tansel and Gungor (2002); Mpinganjira (2009); Imran et al. (2011); Tahir et al. (2011); Oosthuizen and Ehlers (2007)
Working conditions	Connell et al. (2007); Gaiduk et al. (2009); Tansel and Gungor (2002); Imran et al. (2011); Clark et al. (2006); Oosthuizen and Ehlers (2007); Kazlauskiene and Rinkevicius (2006); Serour (2009)
Political / ethnic problems	Carr et al. (2005); Connell et al. (2007); Tansel and Gungor (2002); Imran et al. (2011); Tessema (2009); Clark et al. (2006); Tahir et al. (2011); Kazlauskiene and Rinkevicius (2006)
Job opportunity	Tansel and Gungor (2002); Mpinganjira (2009); Khoo et al. (2011); Khoo et al. (2007)
Economic instability	Hendel and Kagan (2011); Carr et al. (2005); Connell et al. (2007); Tansel and Gungor (2002); Tessema (2009); Khoo et al. (2011)
Security instability	Hendel and Kagan (2011); Connell et al. (2007); Tansel and Gungor (2002); Tessema (2009); Oosthuizen and Ehlers (2007)
Social support	Baruch et al. (2007); Khoo et al. (2011); Sidebotham and Ahern (2011)
Better quality of life	Hendel and Kagan (2011); Clark et al. (2006)

New Economic Model in Malaysia

Based on the World Bank report, April 2011, the Diaspora of Malaysian is over 1 million and one third of it is highly educated intellectuals, half of them is actually staying in the neighbouring country Singapore. Migration to Singapore has recently slowed down but the rate of skilled migration remains high. The gross national income per capita Malaysia in 2010 was USD 7,900 according to World Bank (2011) whereas Singapore has a gross national income per capita of USD 40,920, which is almost 5 times the earnings of Malaysia. It causes Malaysia to have a challenging time to retain professionals as the opportunities in Singapore for pursuing higher studies and income generation are brighter. Many of the policies and strategies offered by Malaysia to achieve further development are inadequate to take Malaysia to the next stage (National Economic Advisory Council, 2010). Therefore, on 30th March 2010, the New Economic Model (NEM) was introduced with the objective to make Malaysia a developed and competitive economy in the world, where the people may enjoy high quality of life and high level of income resulting from sustainable growth. The vision of New Economic Model is to transform Malaysia into a competitive, knowledge-

based, innovative and eco-efficient economy that eventually drive the country towards economic prosperity (National Economic Advisory Council, 2010). The New Economic Model acknowledges the brain drain issue in Malaysia and has stated several strategies to tackle the issue (Figure 1). In spite of NEM, it is challenging to retain Malaysian professionals who are looking forward to move abroad. Hence, the present study is undertaken to investigate the attraction of new policies which may lead to reduce the intention of professionals to leave the country.

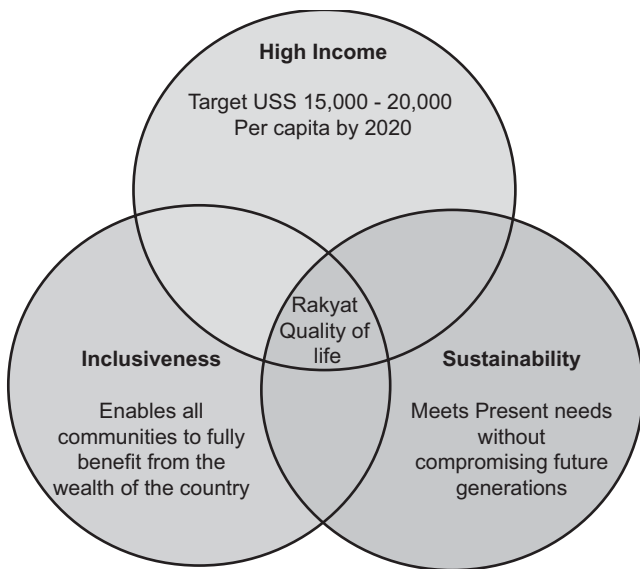


Fig. 1 : Goals of Malaysia's New Economic Model

Conceptualization of a model

The factors contributing to the brain drain can be classified under two broad categories—'push' and 'pull' factors. The 'push-pull' model was developed by Lewin (1951) and it has clear relevance for cross-border movements (Baruch, 1995). The individual migration decision is believed to be motivated by a number of "pull" factors, such as favourable compensation packages, a world-class work environment, better living conditions, active recruitment by employers, while "push" factors originates in the home country that may include political instability, cost of living/inflation, and the inability to find work. One of the major destinations of Malaysian migrants is Singapore (World Bank, 2011). The Malaysian skilled workers or teenager believe that Singapore is better in terms of education, job opportunities and higher wages (Gooch, 2010). The level of crime in Singapore is lower than Malaysia (Numbeo, 2013). These factors may be considered as pull factors in the proposed model (Figure 2a). The Malaysian governments introduced NEM with three pillars namely high income, inclusiveness, and sustainability. The current study investigates the effect of these strategies on the Malaysian intention to go abroad for work or study (Figure 2b).

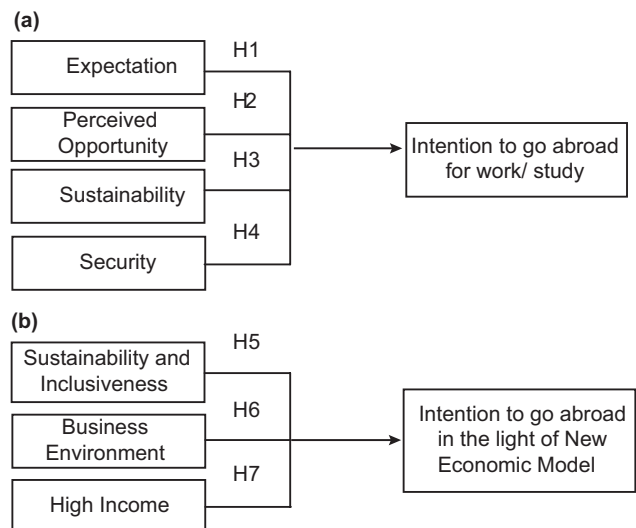


Fig. 2 : Research Framework

Hypothesis Development

The expectation in Figure 2a is a belief that is centered on the future and is a prospect that the person expects either in an optimistic or pessimistic ways. Based on the study by Jauhar and Yusoff (2011) on the factors that drive brain drain of accountants in Malaysia, higher salary was reported to be the most significant factor. There are various studies by different researchers that show that higher wages for working abroad have been the main influence for professionals (Tansel & Gungor, 2003; Connell et al., 2007; Carr et al., 2005; Dahl & Sorenson, 2010; Hendel & Kagan, 2011). On top of that, from the study by Khoo et al. (2011) showed that most of the skilled workers who leave the home country had stated reasons such as better promotion or higher salary outside. Inadequate remuneration, lack of personnel growth and career advancement possibilities are the major factors that influence decisions to migrate (Oosthuizen & Ehlers, 2007). Accordingly, this study hypothesizes that:

H1: There is a positive relationship between Malaysian citizens' expectations in abroad and the intention to leave Malaysia for work or study.

The perceived opportunity may be interpreted to mean that the person is thinking of the chances of getting something more. Empirical research focuses on job opportunity towards intention to leave abroad is not much in South East Asian countries even though the studies have been widely conducted in developed and European regions. Khoo et al. (2011) and Tansel and Gungor (2003) findings showed that working experience abroad does contribute to the intention to stay abroad. Connell et al. (2007) showed that upgrade qualification, experience gained, lack of opportunities on career advancement and heavy work load are the top contributors for the intentions to migrate. Accordingly, this study hypothesizes that:

H2: There is a positive relationship between Malaysian citizen's perceived opportunity in abroad and the intention to leave for work / study.

The sustainability is the long term maintenance of social and economical aspects. In this study, sustainability includes factors like better social support, economical and political stability toward intention to go abroad. The socio-economic factors have been identified as push effects toward migration (Kazlauskiene & Rinkevicius, 2006). Serour (2009) found that improving the working conditions can help to combat the brain drain issue. Perceptions of ethnic differences do have the influence on the intention to stay (Baruch et al., 2007). Political stability is the essence of retaining talents in the host country. Political motivation includes the policy decision, taxation as well as the freedom of movement (Carr et al., 2005). Accordingly, this study hypothesizes that:

H3: There is a positive relationship between sustainability in settling down in abroad and the intention of professionals to leave Malaysia for work / study.

The ability of a nation to function and prosper relies heavily on its level of security. The government has to ensure that all citizens living in the nation will be protected under safety and security. Some of the researchers indicate that the reason for migration is due to security and instability (Hendel & Kagan, 2011; Tansel & Gungor, 2003). Although the ranking for safety of Malaysia is high, the concern is on crime rate and violence which affects the intention to go abroad. Unsafe working environment has been a push factor to migration (Oosthuizen & Ehlers, 2007). Accordingly, this study hypothesizes that:

H4: There is a positive relationship between lack of security in Malaysia and the intention for professionals to leave Malaysia for work / study.

The New Economic Model was introduced by the Malaysian government in March 2010. The main goals of the NEM are to transform Malaysia into high income advanced nation with inclusiveness and sustainability by the year 2020 (National Economic Advisory Council, 2010). The NEM set the goals such as reducing crime, fighting corruption, improving students outcome, strengthen the public sector, improving urban public sector, becoming higher income group, raising living standards of low-income households, which can cluster in three main groups namely sustainability and inclusiveness policy, environment policy, and high income policy. The following hypotheses are developed to investigate the effect of these policies stated in NEM report on the intention of Malaysian to remain in the country. Accordingly, this study hypothesizes that:

H5: There is a negative relationship between sustainability and inclusiveness policy of NEM and the

intention of Malaysian citizens to go abroad in the light of NEM.

H6: There is a negative relationship between business environment policy of NEM and the intention of Malaysian citizens to go abroad in the light of NEM.

H7: There is a negative relationship between high income policy of NEM and the intention of Malaysian citizens to go abroad in the light of NEM.

Research Methodology

The study employed quantitative survey with structured questionnaire. All items of the survey were constructed as agree to disagree statements on a five-point Likert scale. The content validity was considered in the study to measure how representative and comprehensive the items are in creating the experimental constructs. To establish content validity, a common method used is an elaborate literature review to identify the domain for the construct (Petter et al., 2007). The items for the constructs were developed based on an extensive literature review and adapted from Akl et al. (2007), Baruch et al. (2007), Mansour (2008), and National Economic Advisory Council (2010), thus satisfying content validity. In addition, the subject experts in the areas of brain drain and NEM were contacted for face validity of the developed questionnaire. The comments and suggestions provided by the experts were used to enhance the developed questionnaire. Since NEM items need to cluster to appropriate constructs, the pilot study was conducted using exploratory factor analysis (EFA) as suggested by Child (1990) to explore the possible underlying factor structure. The principal component method with varimax rotation has been applied in the study. About 56 respondents were participated in the pilot study and based on the EFA, 2 question items were removed, and the remaining items categorized in to three constructs namely sustainability and inclusiveness policy, business environment policies, and high income policy. The main study was then conducted in Malaysia by administering the questionnaire in the hard copy and emails to the Malaysian citizens who are currently studying undergraduates or have minimum qualification of degree and above. Out of 275 questionnaires distributed, 105 respondents from different parts of Malaysia correctly filled in the questionnaire were used for analysis and the response rate reported was 38%.

The study applies Partial Least squares (PLS) using Smart PLS 2.0 (Beta) M3 (Ringle et al., 2005). We then applied nonparametric bootstrapping (Efron & Tibshirani, 1993; Wetzels et al., 2009) with 5000 replications as suggested by Hair et al. (2013). This technique has been used due to its appropriateness to the exploratory nature of the study where some of the hypothesised

relationships between the variables have not been previously tested. Furthermore, PLS is an appropriate method to avert the limitations of covariance-based SEM with reference to sample size, measurement model and model complexity, because it does not have any restriction with model complexity (Wetzels et al., 2009). The required sample size for the study is dependent on the number of study variables and the statistical technique to be used. An often-cited rule of thumb, developed by Barclay et al. (1995) and postulated by Chin (1998), is based on the idea that the sample size depends on the number of predictors that are involved in the multiple regression models. Consequently, we look for (a) the largest number of formative indicators (b) the largest number of independent latent variables, and (c) the maximum of both the numbers in (a) and (b) multiplied by ten to obtain the minimum sample size. In the present study, the intention to go abroad has the largest number of predictors in both model (four indicators in first model and three indicators in second model) and therefore 105 sample needs to be more than sufficient.

Significant Findings and Results

The final sample consisted of 50 (47.62%) males and 55 (52.38%) females. The age of the respondents ranged from under 20 years old to 50 years, majority of the respondents are under 30 years old (71.42%). The ethnic of the respondents consisted of 48 (45.71%) Malays, 41 (39.05%) Chinese, and 16 (15.24%) Indians. In terms of educational status of respondents, the bachelor degree stood at 74.29%, master degree 14.29%, doctorate degree (7.61%), and undergraduate 3.81% respectively.

Common Method Variance

According to Podsakoff and Organ (1986), common method bias is problematic when a single latent variable accounts for the majority of the explained variance. The results of un-rotated factor analysis indicated that the first normalized linear combination explains for only 28.61% of the total 62.00% variance in the first model and 36.86% of the total variance of 67.99% in the second model, indicating that the common method bias was not a serious problem in the study.

Measurement Model Results

The reflective measurement models need to be assessed in connection with their reliability and validity. Igbaria et al. (1995) suggested that accepting items with loadings of at least 0.5. Since the loadings associated with each of the scales were all greater than 0.5 (Table 2), individual item reliability was acceptable. Traditionally, the reliability test, which examines the internal consistency within a construct, is carried out using Cronbach's Alpha. However, researchers recommend a different measure for PLS path models; the Composite Reliability (CR) as Cronbach's alpha tends to underestimate the internal consistency reliability of latent variables (Henseler et al., 2009). The composite reliability values (Table 2), depicts the degree to which the construct indicators reveal the latent construct and range from 0.772 to 0.882 for economic model (before NEM) and from 0.814 to 0.896 for new economic model and is well above the recommended value of 0.7 (Straub et al., 2004). Convergent validity is demonstrated as the average variance extracted (AVE) of all reflective constructs exceeded the threshold of 0.5 (Fornell & Larcker, 1981).

(Table - 2)

Table - 2: Measurement model evaluation for the proposed research model

Construct	Items	Loadings	CR	AVE
Economic Model (before NEM)				
I prefer to go abroad because				
Expectation (E)	higher salary and income	0.811	0.847	0.583
	getting a well-paid job in my field	0.642		
	opportunity for personal growth and development	0.792		
	better career advancement	0.797		
Perceived Opportunity (PO)	better working conditions	0.770	0.857	0.600
	better job opportunity	0.755		
	better research facilities	0.782		
	rich scientific training	0.791		
Sustainability (S)	family benefit	0.922	0.803	0.582
	higher living standard	0.637		
	better social support	0.699		

Security	I am safer in abroad	0.595	0.772	0.537
(SE)	relative social security	0.675		
	lower crime rate	0.896		
Intention to go abroad (I)	I have intentions to go abroad for job	0.814	0.882	0.651
	I have intentions to go abroad for higher study	0.839		
	I am certain that I will go abroad for job	0.812		
	I am certain that I will go abroad for higher study	0.759		
New Economic Model (NEM)				
I prefer to stay in Malaysia to				
Sustainability and Inclusiveness (SI)	achieve its goal of fighting for corruption	0.774	0.867	0.525
	achieve its goal for reducing crime	0.746		
	enhance the sources of growth	0.525		
	achieve its goal of inclusiveness	0.721		
	ensure sustainability of growth	0.801		
	build the knowledge base and infrastructure	0.745		
Business Environment (BE)	create a transparent and market-friendly affirmative action	0.786	0.896	0.682
	strengthen the public sector as stated in NEM	0.806		
	create a competitive domestic economy	0.836		
	re-energises the private sector as stated in NEM	0.874		
High Income (HI)	achieves its goal of raising living standards of low-income households	0.853	0.814	0.687
	achieves its goal of becoming higher income group	0.803		
Intention to go abroad in the light of New Economic Model (NI)	I have intention to go abroad for higher study	0.831	0.855	0.597
	I am certain that I will go abroad for job	0.728		
	I have intention to go abroad for job	0.817		
	I am certain that I will go abroad for higher study	0.709		

CR= Composite Reliability; AVE= Average Variance Extracted

The discriminant validity was assessed to ensure that reflective constructs differed from each other. When using the PLS, CFA method was used to examine discriminant validity, Gefen and Straub (2005) recommend that the measurement items on their assigned latent variables should be an order of magnitude larger than their loadings on other variables which have to be satisfied. As per Fornell and Larcker (1981) the correlations between items in any two constructs should be lower than the square root of the average variance shared by items within a construct. As shown in Table 3, the square root of the variance shared between a construct and its items (appearing in bold along the diagonal) was greater than the correlations between the construct and any other construct in the model, satisfying Fornell and Larcker's (1981) criteria for discriminant validity. Given the above analysis, the scales used in this study demonstrated sufficient evidence of uni-dimensionality, internal consistency, and convergent and discriminant validity to be included in the structural model.

Table - 3: Summary of the Discriminant Validity

Economic model (before NEM)						New economic model				
	E	I	PO	S	SS		SI	BE	HI	NI
E	0.763					SI	0.724			
I	0.708	0.807				BE	0.381	0.826		
PO	0.601	0.628	0.775			HI	0.378	0.466	0.829	
S	-0.017	0.098	0.008	0.763		NI	-0.427	-0.662	-0.560	0.773
SE	0.434	0.601	0.498	0.014	0.733					

Note: Diagonals represent the square root of the AVE and the off-diagonals represent the correlations.

Assessment of the structural model

With the satisfactory results in the measurement model, the study subsequently evaluated the structural model to confirm the relationships among constructs via the PLS (partial least squares) method. The explanatory power of the research model was examined in terms of the total explainable variation of the model. The results suggest that 64.1% of the variance in Malaysian intention to go abroad for work/ study can be explained by expectation, opportunity, sustainability, and security while 53.5% of the variance in Malaysian intention to go abroad under the light of NEM can be explained by sustainability and inclusiveness, business environment and high income policies. Besides estimating the magnitude of R^2 , researchers have recently included predictive relevance developed by Stone (1974) and Geisser (1975), as additional model fit assessment. This technique represents the model adequacy to predict the manifest indicators of each latent construct. Stone-Geisser Q^2 (cross-validated redundancy) was computed to examine the predictive relevance using the blindfolding procedure in PLS. Following the guidelines suggested by Chin (2010), a Q^2 value of greater than zero implies that the model has predictive relevance and in the present study, a value of 0.390 (first model) and 0.257 (second model) were obtained which are greater than zero.

We applied nonparametric bootstrapping (Efron & Tibshirani, 1993; Wetzels et al., 2009) with 5000 resamples to test the structural model. The significance and relative strength of the pull factors in host countries were evaluated (Figure 3a). The results reveal that expectation ($\beta=0.457$, $p<0.001$), perceived opportunities ($\beta=0.203$, $p<0.01$), and security ($\beta=0.300$, $p<0.001$) positively effect on Malaysian intention to go abroad for work/ study. As such, H1, H2, and H4 are supported whereas H3 is not supported. Furthermore, the analysis of the second proposed model (Figure 3b) reveals that sustainability and inclusiveness ($\beta = -0.137$, $p<0.05$), business environment ($\beta = -0.477$, $p<0.001$), and high income ($\beta = -0.286$, $p<0.01$) negatively effect on intention to go abroad. Therefore H5, H6, and H7 are all supported.

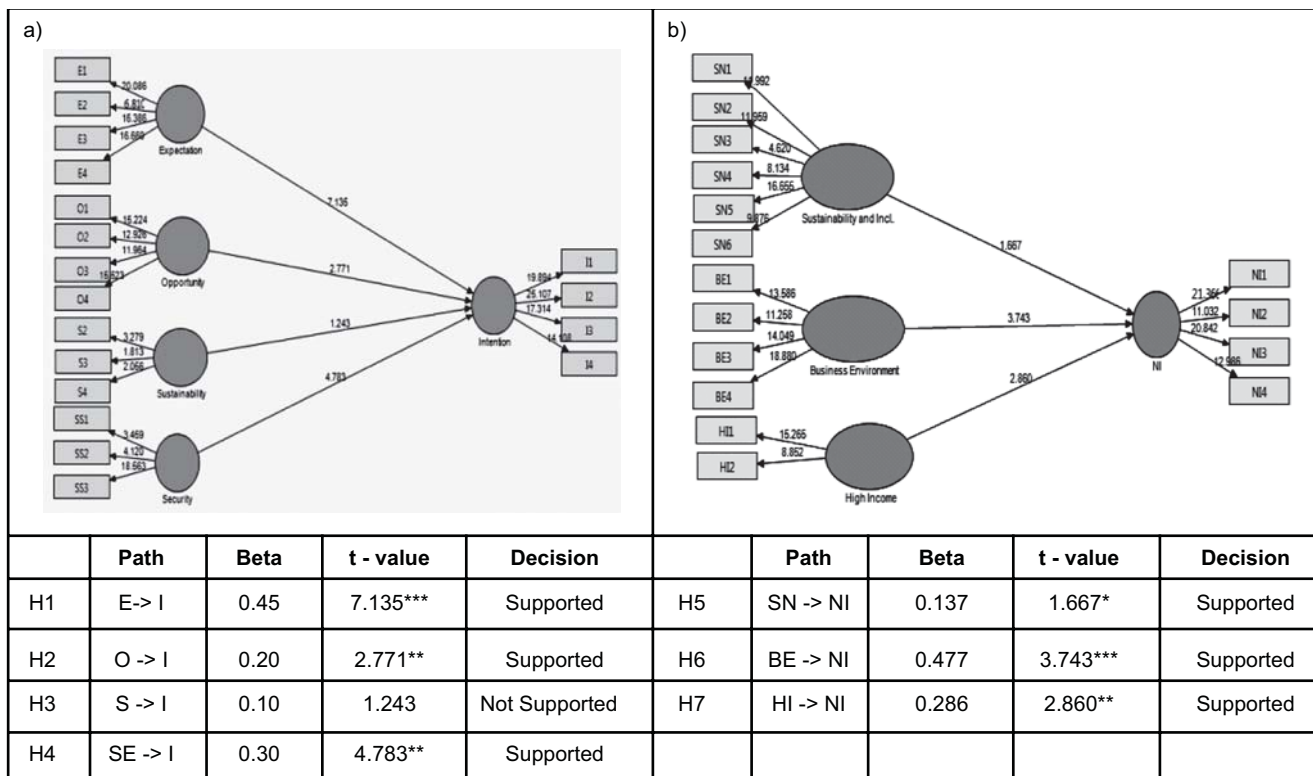
(Fig. 3)

Discussion and Implications

Out of one million Malaysian citizens working or studying abroad for better opportunities, life style and higher standard of living, majority of the educated intellectuals were in Singapore as Singapore is doing extremely well in currency exchange. Furthermore, the sustainable growths in terms of economy, social and environmental have been brighter at Singapore than Malaysia. The various measures taken by the government in Malaysia do not prevent people to go abroad mainly due to insufficient opportunities for professionals and skilled workers in Malaysia. Further, those Malaysian citizens stay abroad may not wish to come back to the mother land as they enjoy multiple benefits outside. One of the primary objectives of the New Economic Model implemented in March 2010, is to bring Malaysia to a higher income group and retain the highly talented professionals within the country.

The present study aimed to identify the determinants that influence the intentions of Malaysian citizens to go abroad for work / study. The results found that there is a significant positive relationship between higher expectations, which focus on higher salary, better opportunity for personnel growth or better career advancement on the intention of professionals to leave Malaysia for work / study. The professionals and skilled workers remarked that the lack of opportunity and low wages in Malaysia were the reasons to overseas assignments. Besides that, fewer chances for career advancement as compared to overseas have resulted in the intention to go abroad. These findings are consistent with the previous study by Kangasniemi et al. (2007) and Khoo et al. (2007). It brings up a clear message to the administrators that there is a need to venture into high technology industry especially more funding on research and development in order to boost the economy and eventually to increase the income of the people in order to retain the professionals.

There is a significant positive relationship between perceived opportunities abroad, mainly focus on better working conditions, job opportunity and better training



*p<0.05, **p<0.01, ***p<0.001

Fig. 3 : Results of path analysis

opportunity on the intention to leave Malaysia for work / study. These findings are consistent with the previous study by Baruch et al. (2007) and Khoo et al. (2007). At present, the Multinationals companies (MNCs) are dominating in Malaysia as compared to Local Malaysian companies. Undoubtedly, it fetches foreign direct investment (FDI) to Malaysia, but the FDI has been considerably reducing in the recent past which is a real concern to Malaysia. Further, there is wide gap in the tax structure for MNCs and Local Malaysian companies which make Local business more troublesome. Hence, the time has come to concentrate and enhance the Local Malaysian business in order sustain self contended economical growth. At the same time, we have to provide strong emphasis to attract foreign direct investments (FDI) and offer good package to the incoming professionals in future. On the other hand, professional body and private sector need to offer necessary trainings to improve the skilled workers and try to retain real talents back to the home country. In addition, the government may encourage entrepreneurs and small and medium enterprise (SMEs) by giving some special subsidy in the tax structure.

Unfortunately, there is no significant positive relationship between sustainability, mainly focused on better social support, political stability and family benefit on the intention of professionals to leave Malaysia. Although, Malaysia is a peace loving country with relatively stable

political and economic situations, there is a significant positive relationship between securities in other visiting country as well on the intention of professionals to leave Malaysia. These findings are consistent with the previous study by Oosthuizen and Ehlers (2007).

The introduction of New Economic Model (NEM) in Malaysia during the year 2010 is not only a boom to the citizens of Malaysia but also to the country as a whole in terms of prospects and progress. The factor analysis for the components of NEM model splits the model into three factors namely business environment, sustainability-new and high-income policy. All these factors were found to be statistically significant which reveal that the people of Malaysia have confidence in NEM and have intention to remain in the home country in future. The government is taking all efforts to bring back some of the Malaysian scientists staying abroad and is determined to focus on transforming the upper and middle class socio-economic group into higher income group. The long term effect of NEM has to be seen in the light of brain gain to Malaysia.

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IMPACT OF EMOTIONAL INTELLIGENCE IN GENERAL WELL BEING AMONG COLLEGE STUDENTS

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Abstract

The present study aims to study the Emotional Intelligence as the ability to understand and regulate emotions and emotional well being as maintaining a positive mood and high self-esteem. 200 college students were selected in Thiruvallur district of Tamil Nadu. The age group of 18 to 21 years has been taken as the sample and distributed equally among three years of undergraduate students. Result revealed that gender has no significant impact on emotional intelligence. Nature of the course has no significant impact with regard to emotional intelligence. Type of management has impact on emotional intelligence and there is no significant interaction effect among gender, nature of course and type of management with regard to emotional intelligence.

Key words: Emotional Intelligence, College Students, Gender, Course Type and Type of Management.

Introduction

Emotional Intelligence (EI) is currently a hot topic in facilitation, training and coaching. Although there are many schools of thought on the topic of Emotional Intelligence, they do share a common theme: understanding the emotions, knowing how to express them appropriately, and interacting with others in a constructive manner can help increase the chances for success in life. In fact, EI has been shown to be a stronger indicator than IQ for predicting one's success in corporate environments. Emotional intelligence consists of five factors; knowing one's emotions, managing emotions, motivating one, recognizing emotions in others and handling relationships Goleman(1996). Researches today are interested in finding the effects of emotional intelligence on students and thereby analyzing the various facets of EQ. Emotional intelligence improves the academic achievement and carrier development.

Measures of Emotional Intelligence. Given the expansion and multiple perspectives of EI, researchers have attempted to develop measures to assess the new constructs (Bar-On, 2002; Mayer, Salovey & Caruso, 1999; Boyatzis, Goleman, & Rhee, 2000). The following few sections review three competing models and measures of emotional intelligences that are often cited in the literature (Mayer & Salovey, 1997; Bar-On, 2002; Goleman, 1995). Each construct of EI can be "distinguished according to the way they define emotional intelligence and the measurement approach they employ" (Mayer, Caruso, & Salovey, 2000).

Mayer, et al. explained that "there are two general models of emotional intelligence: a mental ability model and a

mixed model that includes various personality dispositions". Two of the three models of emotional intelligence (Bar-On, 2002; Goleman 1995), are categorized by Mayer, Salovey, and Caruso (2000b) as mixed models or trait models, while the other (Mayer & Salovey, 1997) is considered a mental ability model. In the 1990s, Mayer and Salovey developed a four-branch ability model of emotional intelligence that divided EI abilities into four areas: (a) the capacity to accurately perceive emotions, (b) the capacity to use emotions to facilitate thinking, (c) the capacity to understand emotional meanings and (d) the capacity to manage emotions. Mayer, 32 et al. (2000a) explained that from these four branches of emotional intelligence, the Mayer, Salovey, and Caruso Emotional Intelligence Test (MSCEIT) ability measure of EI was developed. The MSCEIT "yields an overall emotional intelligence score, as well as subscale scores for perception, facilitation, understanding, and management" of emotions. In this ability model of emotional intelligence, the test is designed to assess respondents' capacity (a) to identify emotion "in faces, in landscapes, and in abstract;" (b) to use emotions to facilitate thought; (c) to comprehend emotional meanings and vocabulary; and (d) to demonstrate a capacity to regulate emotions in oneself and others (Sagan, 2002,).

Mayer, et al. (2000b) explained that "mental ability measures of emotional intelligence can be described as a standard intelligence and empirically meets the criteria for a standard intelligence". The next two measures of "emotional intelligence" are two examples of somewhat controversial "trait approaches" to measuring emotional competencies. Mayer, Salovey, and Caruso (2000)

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explained that trait-based measures of EI should not be used to describe measures of intelligence. Rather they are measures of personality traits or competencies that are related to emotional intelligence. Additionally, Matthews, Roberts, and Zeidner (2002) explained that self-report measures of EI generally sample a diversity of constructs and therefore assume a mixed model of EI that combine of both ability and personality traits. Nevertheless, researchers applying trait-based measures of emotional intelligence are numerous and have yielded some interesting results (Bar-On, 2002; Goleman, 1998; Schutte, Malouff, Simunek, McKenley, & Hollander, 2002). Dr. Reuven Bar-On followed the works of Thorndike (1920) in the area of "social intelligence," Wechsler's (1958) concept of "general intelligence," and Gardner's (1983) "multiple intelligences" and he defined EI as "an array of noncognitive capabilities, 33 competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures" (Bar-On, 2002, p. 14). Bar-On (1997) described his theory of emotional intelligence as "Emotional and Social Intelligence" and more recently (2005) abbreviated the name of the construct to Emotional-Social Intelligence (ESI).

In the 1980s, Bar-On originally developed an instrument designed to measure major components of emotional and social performance that led to psychological health, and he eventually published the Emotional Quotient Inventory (EQ-i) in 1997 (Bar-On, 2000). The EQ-i renders a total emotional quotient (EQ) score, and the following five composite subscale scores and fifteen component scores:

- 1) Intrapersonal EQ (Self-Regard, Emotional Self-Awareness, Assertiveness, Independence, and Self-Actualization),
- 2) Interpersonal EQ (Empathy, Social Responsibility, and Interpersonal Relationship),
- 3) Stress Management EQ (Stress Tolerance and Impulse Control),
- 4) Adaptability EQ (Reality Testing, Flexibility, and Problem Solving), and
- 5) General Mood EQ (Optimism and Happiness).

Mayer, Salovey, and Caruso (2000b) call Bar-On's model a mixed model, and other researchers describe the model as "trait emotional intelligence." Goleman (1998) defined emotional competence as a "learned capability based on emotional intelligence that result in outstanding performance at work". Through research and analysis, Goleman developed a model of EI that included twenty-five competencies that were divided into five clusters:

- 1) the self-awareness cluster that included emotional awareness, accurate self-assessment, and self-confidence;

- 2) the self-regulation cluster that included self-control, trustworthiness, conscientiousness, adaptability, and innovation;
- 3) that motivation cluster that included achievement drive, commitment, initiative, and optimism;
- 4) the social 34 competence cluster that included understanding others, developing others, service orientation, leveraging diversity, and political awareness; and
- 5) the social skills cluster that included influence, communication, conflict management, leadership, change catalyst, building bonds, collaboration and cooperation, and team capabilities (Goleman, 1998, pp. 26-27).

Using Goleman's definition and framework as a guide, Boyatzis, Goleman, and Rhee (2000) developed the Emotional Competence Inventory (ECI) to measure the corresponding skills mentioned above. The ECI was designed to collect data from both the target individual, through a self-assessment, and from people in that target individual's social or work environment (Salovey, Mayer, Caruso, & Lopes, 2003). This method is referred to as 360-degree assessment in which comparisons are made between the individual assessment and the assessment of others (Boyatzis & Goleman, 2001). This particular study defined EI as the ability to understand and regulate emotions and emotional well-being as maintaining a positive mood and high self-esteem. Results 35 indicated that emotional intelligences were associated with a characteristically positive mood and higher self-esteem. Additionally, they found that individuals with higher EI were better able to "maintain positive mood and self-esteem when faced with a negative state induction and maximize the positive mood impact of positive state inductions" .

The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) is an ability-based measure of emotional intelligence. The MSCEIT measures emotional intelligence in terms of four key competencies, including an individual's ability to: Recognise their own and others' emotions, Generate and use emotions in problem solving, Understand emotions and how emotions may change, and Manage their own and others' emotions.

Objectives of the Study:

1. To study the influence of gender on emotional intelligence
2. To assess the influence of course type on emotional intelligence
3. To examine the influence of type of management on emotional intelligence

Hypothesis

1. There is significant impact of gender on emotional intelligence
2. There is significant impact of course type on emotional intelligence
3. There is significant impact of type of management on emotional intelligence

The Sample

For the accomplishment of the present study the investigator had to select the sample. The sample for the study was selected randomly from the colleges situated in Thiruvallur district. The total sample for the study comprises of 200 students of Arts and Science Colleges both Government College and Self-Financing Colleges. The age group of 18 to 21 years has been taken as the sample and distributed equally among three years of undergraduate students.

Table - 1: Sample Distribution

Type of Management	Gender				Total
	Female		Male		
	Course Type		Course Type		
	Arts Course	Science Course	Arts Course	Science Course	
Self-Financing	25	25	25	25	100
Government	25	25	25	25	100
Total	50	50	50	50	200

Tools used

Emotional Intelligence Questionnaire was used to collect the data. The Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT) scale is used to measure the emotional intelligence of college students. This scale consists of 24 items with five response categories namely strongly agree, agree, neutral, disagree and strongly disagree. Low score indicates low emotional intelligence and high score indicates high emotional intelligence.

Statistical Technique Used

Data was analyzed by mean, standard deviation and 'F'test to test the hypothesis.

Table - 2 : Mean and Standard Deviation of the samples on Emotional Intelligence

Type of Management		Gender			
		Female		Male	
		Course Type		Course Type	
		Arts Course	Science Course	Arts Course	Science Course
Self-Financing	Mean	102.26	112.62	113.64	103.34
	SD	16.42	24.86	23.24	17.64
Government	Mean	114.02	124.64	122.68	118.36
	SD	14.22	21.24	17.62	18.24
Grand Mean	Gender	Female	113.39	Male	114.51
	Course Type	Arts	113.15	Science	114.74
	Type of Management	Self-Financing	107.97	Government	119.93

The analysis shows that the female students of Government College in Science group have obtained the mean score of 124.64 indicating high emotional intelligence when compared to other groups. Female students of Arts course in self financing college obtained the mean score of 102.26 indicating their low emotional intelligence. In terms of comparison, Male students have high emotional intelligence than female students. Government college students have high emotional intelligence when compared to self-financing students.

Table-3: Summary of ANOVA

Source of Variance	SS	DF	MS	F
Gender(A1)	198.02	1	198.02	0.428
Course Type(A2)	182.24	1	182.24	0.012
Type of Management(A3)	5.08	1	5.08	3.02
(A1 * A3)	571.99	1	571.99	0.62
(A2 * A3)	581.9	1	581.9	2.32
(A1 * A2)	98.008	1	98.008	0.24
(A1 * A2* A3)	1154.08	1	1154.08	0.542

The first hypothesis predicted that there would be significant impact of gender on emotional intelligence. The calculated value of 'F' i.e 0.428, is not significant. Hence alternative hypothesis is accepted, hence it is concluded that there is no significant impact of gender on emotional intelligence. The second hypothesis predicted that there would be significant impact of course type on emotional intelligence. The calculated value of 'F' 0.019, is not significant. Hence null hypothesis is not accepted, hence it is concluded that there is no significant impact of gender on emotional intelligence. The third hypothesis predicted that there would be significant impact of type of management on emotional intelligence. The calculated value of 'F' 3.02, is significant. Hence null hypothesis is accepted, hence it is concluded that there is significant impact of type of institution on emotional intelligence. The fourth hypothesis predicted that there would be significant impact of gender, course type and type of management with regard to emotional intelligence. The calculated value of 'F' 0.542, is not significant. Hence alternative hypothesis is accepted, hence it is concluded that there is no significant impact of gender on emotional intelligence.

Summary and Conclusion

There is no significant impact of gender on emotional intelligence among the college students.

There is no significant impact of course type on emotional intelligence among the Arts and Science College students. There is no significant impact of type of management on emotional intelligence. There is no significant interaction effect among gender, course type and the type of management.

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STRESS MANAGEMENT FOR WOMEN IN WORKPLACE

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Abstract

Stress at work is a relatively new phenomenon of modern life style. The nature of work has gone through drastic changes over the last century as it is still changing at whirlwind speed. Stress has touched almost all professions. Stress poses a threat to physical health of the individual. Stress has been associated with every human being and will be there for all times to come. Right from birth every individual is undoubtedly exposed to various stressful situations. However, stress is not always bad. Some stress is always necessary to motivate and stimulate us. Hence, stress of certain level is very beneficial. Stress is unavoidable on the part of employees irrespective of the gender. The systems, procedures and techniques are getting complicated with the use of technology. The entire employee in the organization cannot cope with the changing nature of jobs and this is leading to stress among employees. Stress is high in software profession because of their nature of work, target, achievements, night shift, over work load. Very few though have looked at IT employees, in particular women and their quality of life. Thus, the present study focuses on the job stress and quality of women software employees. An attempt has been made with this paper to know the reasons of stress among women employees and the ways used by employees to cope with stress generated at workplace. Majority of women employees try to find solution to relieve them from stress. The research paper has also suggested the different measures to overcome stress that affects physical and mental health.

Introduction

Nowadays stress becomes universal phenomenon. Every person wants more and more for the attainment of pleasure, due to this the competition is increased in every field of life and this competition generates stress among people no doubt the competition is must but we don't ignore its result. In the recent years as more and more women are coming to take on many jobs. Stress is defined as an upset in the body's balance due to physical, mental or emotional stimuli. Stress manifests itself in different ways including fatigue, chronic headaches, irritabilities, heart diseases, low self-esteem and diminished sex drive. Such adverse reactions are seen to contribute to mental and physical illness and several acts and regulations place a duty of care on employees to protect their employees. Jobs in the software field are characterized by long working period, minimum social interaction, night shift, Job insecurity, up gradation of new technology time bounded projects, work environment, and continuous visual focusing the monitors are leads for occupational stress.

Stress at work can be a real problem to the organization as well as for its workers. Good management and good work organization are the best forms of stress prevention. If employees are already stressed, their managers should be aware of it and know to help. Work related stress is the response people may have when present with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Stress occurs in a wide range of work

circumstances but is often made worse when employees feel they have little support from supervisors and colleagues and where they can cope with its demands and pressures. There is often confusion between pressure or challenge and stress and sometimes it is used to excuse bad management practice. In the workplace and at home, stress and other difficult situation are at an all-time high. Factors such as job insecurity, long hours, continuous change and unrealistic deadlines can cause serious problem for workers. The aim and goal of the paper is to know the various factors to stimulate stress level among women employees IT Industry. Workplace stress occurs when there is an imbalance the demands and perceived pressures of the work environment and an individual ability to cope. An individual's experience of stress at work is to a large extent affected by the level of control they have over their working condition / pressures, the degree of support they receive from others in the workplace and the strategies they use to respond to work pressures.

Today, women represent over 40% of the global labour force. Approximately 70% of women in developed countries and 60% in developing countries are engaged in paid employment. Worldwide, more women than ever before are completing higher levels of education. Better job opportunities have increased many women's independence and resulted in a new status and role in their families and society. In India, women's are becoming educated at very fast speed, and also doing different kinds of jobs in different fields. Following is some statistics of women in India.

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Objectives of the Study

- To study the kind and level of stress faced by working women in the study area
- To identify the Causes of stress of working women.
- To identify the effects of Stress of working Women.
- To identify the impact of stress of working women and to identify the physical, Psychological and Behavioural reactions faced by the working women due to high level of stress.
- Suggestions provided to cope with Stress in day to day life

Women and Work Place Stress

The conceptual literature on stress suggests that working women are prone to the same stressors experienced by working men. Yet, women are also confronted with potentially unique stressors such as discrimination, stereotyping, social isolation, and work/home conflicts. In addition, taking care of children and aging parents continues to be a source of stress for women who work outside the home

Stress at work, the stress of raising children, the stresses that come with aging parents — any of these situations could provide a moderately high amount of stress. When women are faced with multiple roles, all of which carry heavy demands, they face levels of stress that are high enough to contribute to health problems, missed work, and a diminished capacity to take on more. Research also shows that women in relationships do greater than 60% of household maintenance and childcare. Divorced and single women, living alone, more than likely have 80- 100% of childcare responsibilities as well as the household chores. Consequently, women are likely to have obstacles finding time for their own stress reducing self-care. Women are more likely

to arrive to work, stressed before their workplace demands begin. Perceived locus of control is one area proven to be a predictor of stress. Perceived locus of control is one area proven to be a predictor of stress. Therefore a woman working in an environment with little flexibility or choice would be a greater risk of distress than a climate of no-voice. Would it stand to reason that women therefore, with their own businesses would be less stressed than those working for someone else? Interestingly, women's stress issues do not vary significantly. Women are multi-taskers by nature and enfold tasks within tasks. Work, family and home are not separate and the issues around balance prevail regardless of working for yourself or someone else. Women who own their own business have the same childcare and home issues as their sisters who are working for someone else. However, women, working in their own business are likely to be pursuing a passion and adopt a mindset that allows a positive attitude.

One recent survey found that women were more likely to experience physical symptoms of stress than men. But we don't have enough proof to say that this applies to all women. We do know that women often cope with stress in different ways than men. Women "tend and befriend," taking care of those closest to them, but also drawing support from friends and family. Men are more likely to have the "fight or flight" response. They cope by "escaping" into a relaxing activity or other distraction

Women experience more mental health problems than men due to the stress of juggling many roles, according to a new research. *Professor Daniel Freeman, of the University of Oxford, said the first systematic investigation of national mental health surveys showed psychological disorders are 20 to 40 per cent more common in women than men in any given year.*

Stress related to pressure on women to fill many different roles is likely to be a major factor for higher rates of everything from depression to phobias, according to Professor Freeman, a clinical psychologist.

Live Interview from Service center manager and mom of two young kids

I have two full-time jobs — I'm a customer service center manager and a mom of two young kids. I see myself as a happy person and a hard worker. But last month, the commute to work, my job, the chores around the house, and trying to spend enough time with my kids was really stressing me out. I have to get up really early in the morning to get the kids ready for school. Then it takes me so long to get to work that I'm in a bad mood by the time I get there. My office is short-staffed and we had a lot of deadlines to meet so I was working overtime. My home life suffered — traffic going home didn't help my mood, and when I got there, I was just so tired I didn't want to do anything! But I was faced with making dinner and doing laundry. My kids need my attention too! I wanted to handle my stress before it got the best of me. I talked with my boss about working later hours so I don't run into so much traffic and am in a better mood when I get there and get home. I asked my husband to pick up the kids from school, and he has offered to help more with dinner and the laundry. When he cooks, I go for a bike ride with my kids. I also started setting five minutes aside in the morning and in the afternoon at work for me to relax and take a deep breath. These small changes have made a big difference in my life!

From the above live example we understand that the Work and family are the two most important aspects in women's lives. Balancing work and family roles has become a key personal and family issue for many societies. There are many facets in working mother's lives that subject to stresses. They deal with home and family issues as well as job stress on a daily basis.

Work-related stress “is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.”

Causes of Stress in Women

Balancing Act :-

Many women are trying to take on the role of caretaker, housekeeper, taxi cab for their children and dedicated employee which can be a tough balancing act. Some women who work outside of the home feel guilty about spending time away from their children and family which can lead to stress. Some women also feel the effects of stress due to a financial burden placed on them to pay the mortgage, the utilities, the grocery bill and more. Women who try to balance all of these roles probably spend less time on themselves, because they don't want to appear selfish. Without time spent on reducing stress, women become more stressed.

Sexual harassment:

Today, almost all working women are prone to sexual harassment irrespective of their status, personal characteristics and the types of their employment. They face sexual harassment on way on transports, at working places, educational institutions and hospitals, at home and even in police stations when they go to file complaints. It is shocking that the law protectors are violating and outraging modesty of women. Most of the women tend to be concentrated in the poor service jobs whereas men are in an immediate supervisory position, which gives them an opportunity to exploit their subordinate women. “17 percent of Indian working women face sexual harassment”.

Insufficient Maternity Leaves : Insufficient maternity leave is another major issue that is faced by a working mother. This not only affects the performance of women employees at work, but is also detrimental to their personal leaves

Workplace Adjustment:- Adjusting to the workplace culture, whether in a new company or not, can be intensely stressful. Making oneself adapt to the various aspects of workplace culture such as communication patterns of the boss as well as the co-workers, can be lesson of life. Adjustments to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossips can be major stress inducers.

Unrealistic expectations:- No one is perfect. If you expect to do everything right all the time, you're destined to feel stressed when things don't go as expected.

Change:- Any major life change can be stressful — even a happy event like a wedding. More unpleasant events, such as a divorce, major financial setback, or death in the family can be significant sources of stress.

Other Causes of work stress include:

- Increase in financial obligations
- Being unhappy in your job
- Working long hours
- Having a heavy workload or too much responsibility
- Having poor management, unclear expectations of your work, or no say in the decision-making process
- Being insecure about your chance for advancement or risk of termination

Life stresses can also have a big impact. Examples of life stresses are:

- Loss of a job
- Getting married
- The death of a loved one
- Divorce
- Traumatic event, such as a natural disaster, theft, rape, or violence against you or a loved one
- Chronic illness or injury
- Emotional problems
- Taking care of an elderly or sick family member

When we are in a stressful situation, our body launches a physical response. Our nervous system springs into action, releasing hormones that prepare either fight or take off. It's called the “fight or flight” response, and it's why, when we are in a stressful situation, we may notice that our heartbeat speeds up and breathing gets faster, our muscles tense, and start to sweat. This kind of stress is short-term and temporary (acute stress), and our body usually recovers quickly from it.

But if our stress system stays activated over a long period of time (chronic stress), it can lead to more serious health problems. The constant rush of stress hormones can put a lot of wear and tear on your body, causing it to age more quickly and making it more prone to illness.

If we have been stressed, we may start noticing some of these Physical, Psychological and Behavioral changes:- **(Table - 1)**

Table - 1

Physical Changes	Psychological Changes	Behavioral Changes
Headaches	No interest in life	Difficult to concentrate
High Blood Pressure	Short temper	Difficult to make decisions
Fast shallow breathing	Irritability	Avoiding difficult situations
Tendency to sweat	loss of interest in social life	Frequently crying
Not eating or eating too much	Feeling neglected	Unable to show your true feelings
Lack of energy	Aggressive	Finding it difficult to talk to others
Stomach Problems	Depressed	Denying there' s a problem
Back Pain	Fearing failure	Biting your nails
Sleeping Problems	Loss of sense of humor	
Muscle aches and Pains	Bad or ugly	
Fatigue		
Indigestion or heart burn		
Fainting		
Sexual difficulties		
Grinding your teeth at night		
Nervous twitches		
Constant tiredness		
Always feeling sick or dizzy		

When stress becomes long-term and is not properly addressed, it can lead to a number of more serious health conditions, including:

- High blood Pressure
- Menstrual Problems
- Depression
- Abnormal Heartbeat
- Heartburn, Ulcers
- Heart attack
- Weight gain or loss
- Fertility Problems
- Acne and other skin problems

Post-traumatic stress disorder (PTSD)

Post-traumatic stress disorder (PTSD) is a type of anxiety disorder that can occur after living through or seeing a dangerous event. It can also occur after a sudden traumatic event. This can include:

- Being a victim of or seeing violence
- Being a victim of sexual or physical abuse or assault
- The death or serious illness of a loved one
- Fighting in a war
- A severe car crash or a plane crash

Everyone can identify the PTSD symptoms right after the event. Or symptoms can develop months or even years later. Symptoms may include:

- Nightmares
- Flashbacks, or feeling like the event is happening again

- Staying away from places and things that remind you of what happened
- Being irritable, angry, or jumpy
- Feeling strong guilt, depression, or worry
- Trouble sleeping
- Feeling "numb"
- Having trouble remembering the event

Women are 2 to 3 times more likely to develop PTSD than men. Also, people with ongoing stress in their lives are more likely to develop PTSD after a dangerous event.

Suggestions to Manage stress

Managing our stress can make a real difference to your health. Everyone has to deal with stress. There are steps you can take to help you handle stress in a positive way and keep it from making you sick. The following steps can help us to control stress in our life

Develop a new attitude

Understand what we can control:-Stress often comes from trying to control situations or people's actions that are beyond our control. Avoidance also raises stress. Recognize the choices you do have. You may not be able to control world financial markets, but you can read your statements, control how you invest and make choices about how to spend your available income.

Be solution oriented: -Try to focus on solving the problem if it's solvable, rather than focusing on your emotions about the problem," Almeida says. Make a list of all the steps you need to take to get something

accomplished and then cross them off as you complete them. When you see that you're making progress on smaller, more manageable tasks, the job as a whole will feel less overwhelming, Dan Ariely, Ph.D., a professor of psychology and economics at Duke University who studies irrational behavior.

Be flexible. Sometimes, it's not worth the stress to argue. Give in once in a while or meet people halfway.

Get organized. Think ahead about how you're going to spend your time. Write a to-do list. Figure out what's most important to do and do those things first. Set limits. When it comes to th

Set limits. When it comes to things like work and family, figure out what you can really do. There are only so many hours in the day. Set limits for yourself and others. Don't be afraid to say NO to requests for your time and energy

Develop an absorbing hobby or interest – an activity that uses your brain in a completely different way from your everyday work can be a great release. It can also be a great way to make new friends. This is sometimes easier when you are focusing on a shared activity with others, and not on yourself.

Try to accept things you can't change It isn't always possible to change the things you don't like or find difficult, but you can try and change your own attitude to them so that you don't build up feelings of resentment or start taking your feelings out on others.

"I saw a big road junction in India with a red traffic light that said, 'Relax'. Maybe more road junctions should have these".

Relax:

Relaxation is the natural answer to stress. Everyone should make time in the day to relax, whether we feel under stress, or not.

People often confuse relaxation with recreation. However, if hobbies or other activities – including exercise – become excessive, and make you feel even more driven or pressurized, they cease to be relaxing. If you are already exhausted in daily life, trying to relax by doing even more is not the answer.

The first thing is to become more relaxed in daily life and not to waste energy on things that don't require it; such as fidgeting impatiently while you wait for the kettle to boil, or getting impatient with the photocopier. Instead take the opportunity for a few moments of calm.

Take deep breaths: - If you're feeling stressed, taking a few deep breaths makes you breathe slower and helps your muscles relax

Relaxation starts with breathing. Many people – especially those who are under stress – have a tendency

to take shallow breaths, using only the top part of their chest to breathe, and not their stomach muscles. Learning to breathe more deeply can make you feel a lot calmer and increase your sense of wellbeing. Making your out-breath longer than your in-breath is especially calming. To improve the way you breathe, try this simple exercise:

- Sit down, or lie down on your back. Make sure you are comfortable, and loosen any tight clothing.
- Notice how you are breathing, how fast, how deeply, and how regularly.
- Put one hand on your upper chest and one on your stomach, just below your belly button.
- Slowly breathe out (count to 11)
- Gently breathe in (count to 7), so that you feel your stomach rise slowly under your hand.
- Breathe out again (count to 11), feeling your stomach fall.
- Pause for a few moments and then repeat the process again.

If you find that only the hand on your stomach moves, then you are breathing correctly. There should be little or no movement in your upper chest; your hand should stay still. Once you have learned to breathe this way, you may find you get into the habit of it all the time, and not just at chosen relaxation times.

Stretch: Stretching can also help relax your muscles and make you feel less tense.

Massage tense muscles. Having someone massage the muscles in the back of your neck and upper back can help you feel less tense.

Take care of your body

Get enough sleep Getting enough sleep helps you recover from the stresses of the day. Also, being wellrested helps you think better so that you are prepared to handle problems as they come up. Most adults need 7 to 9 hours of sleep a night to feel rested

Sleep is very important to health, and sleep problems, such as insomnia, are a common sign of stress. Lying awake worrying about things can make everything seem a lot worse – and the small hours of the morning are the worst time to be thinking about them. If you find you can't stop worrying it may help to write a list of the things that are bothering you, or write yourself a letter about them. Once they are recorded, you may be able to switch off and relax more easily. Some people find it very helpful to keep a diary.

I find writing a diary an extremely helpful stress management tool. My problems become 'contained' in the diary and I make sure I do not write in it immediately before going to bed so I can switch off from the problems in it.

Eat Healthy. Try to fuel up with fruits, vegetables, beans, and whole grains. Don't be fooled by the jolt you get from caffeine or high-sugar snack foods. Your energy will wear off, and you could wind up feeling more tired than you did before.

The key to a healthy diet is variety of different types of food, with a balance of protein, carbohydrate, oily fat and fibre, including plenty of fruit and vegetables.

It's also important to drink plenty of fluids; however, many sweet fizzy drinks and caffeinated drinks can make you feel quite jittery – especially if you are already stressed

Get moving. Getting physical activity can not only help relax your tense muscles but improve your mood. Research shows that physical activity can help relieve symptoms of depression and anxiety.

Don't deal with stress in unhealthy ways. This includes drinking too much alcohol, using drugs, smoking, or overeating.

Conclusion

Stress management tips are simple cost effective methods to effectively check stress. They can be practiced anywhere and at any time. Well, almost!

Stress can have consequences far beyond temporary feelings of pressure. While we can't avoid stress, you can learn to manage it and develop skills to cope with the events or situations we find stressful. By learning to cope with stress, and by recognizing the symptoms of depression and the warning signs of suicide, we will be better prepared to help not only yourself, but also friends, fellow students, and the society.

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EMPLOYEES' AWARENESS ON SIX SIGMA QUALITY MANAGEMENT

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Abstract

Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects in any process from manufacturing to transactional and from product to service. The statistical representation of Six Sigma describes quantitatively how a process is performing. To achieve Six Sigma, a process must not produce more than 3.4 defects per million opportunities. Sigma defect is defined as anything outside of customer specifications. Six Sigma originated as a set of practices designed to improve manufacturing processes and eliminate defects, but its application was subsequently extended to other types of business processes as well. In Six Sigma, a defect is defined as anything that could lead to customer dissatisfaction. The study mainly aimed to know the awareness of employees on six sigma quality management.

Key words: Six Sigma, Process, Defects, Product, Business.

Introduction

Total quality management, now a well known idea, is a philosophy of management for continuously improving the quality of products and processes. The idea is that the quality of products and processes is the responsibility of everyone who is involved with the development and/or use of the products or services. TQM involves management, workforce, suppliers, and even customers, in order to meet or exceed customer expectations. The common TQM practices are cross-functional product design, process management, supplier quality management, customer involvement, information and feedback, committed leadership, strategic planning, cross-functional training, and employee involvement. Six Sigma is a business management strategy which seeks to improve the quality of process outputs by identifying and removing the causes of defects and minimizing variability in manufacturing and business processes. A six sigma process is one in which 99.99966% of the products manufactured are statistically expected to be free of defects. TQM's focus is general improvement by approaching the problem collaboratively and culturally whereas Six Sigma utilizes the efforts of many departments, generally with a statistical approach. It makes use of measuring and analyzing data to determine how defects and differences could be minimized to the level where there are 3.4 defects per million cycles/products. Six Sigma can easily be integrated into quality management efforts. Integrating Six Sigma into the TQM program facilitates process improvement through detailed data analysis. Using the Six Sigma metrics, internal project comparisons facilitate resource allocation while external project comparisons allow for

benchmarking. Thus, the application of Six Sigma makes TQM efforts more successful.

Materials and Methods

Tonini, Spinola and Laurindo (2004) stated that Six Sigma increases quality by reducing process variability and aligning customer's expectations, providing high financial returns. First applied in manufacturing companies, it also becomes very effective on finance, management and service in general, including software development. DMAIC (Define-Measure-Analyze-Improve-Control) has been widely used as the method for Six Sigma implementation projects in manufacturing, once its procedures are based on the well known PDCA (Plan-Do-Check-Act) principles. However, it does not fulfill appropriately all software development requirements, which leads to researches for introducing new practices in the DMAIC method or developing other methods and techniques. Based on a research performed through a multiple cases study, it is possible to suggest improvements in the DMAIC method. Some of the considered issues are: cost evaluation, time and customer satisfaction impact on business; improvement processes verification; organizational standardization and learning achieved from Six Sigma projects. The main result is a proposal of a specific roadmap for Six Sigma projects application in software development process improvement, which includes the treatment of the aspects found. Kaixu (2005) aimed to make growth a process that is both reliable and predictable. Innovation is critical to accelerate this organic growth. Innovation has strong link to process rigor, which focuses on the customer value and commercial excellence. Initiatives

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such as simplification, digitization, six sigma etc. have provided the capability to drive innovation faster than ever before. In this paper, the role of six sigma in the innovation process has been emphasized. A case study is presented to illustrate the approach. Some imperatives in the paper are only authors' personal observations. Siong (2006) in his article entitled "six sigma and educational excellence" explained the six sigma approach has been successfully applied to a wide variety of processes, in particular manufacturing and service sectors. However, this study has not encountered any unique six sigma success stories related to educational context that are different from what is already available and reported in the six sigma literature. This paper is an exploratory study of the feasibility of adopting the six sigma framework in the educational context.

The research validity mainly depends on the systematic method of collecting the data, and analyzing the same in a sequential order. In the present study, an extensive use of both primary and secondary data was made. For collecting primary data, field survey technique was employed in the study. First-hand information was collected from 200 respondents in Erode district. The respondents were selected on a stratified random basis from the district. In order to fulfill the objectives set, a sample study was undertaken by using a well-framed questionnaire that was duly filled by the respondents. Respondents with varying background were selected based on the important aspects of their occupation, education, age, area etc. The primary data were supplemented by a spate of secondary sources of data. The secondary data pertaining to the study was gathered from the various. Multiple regression analysis was used for further analysis.

Results and Discussions

Multiple Regression Analysis

The following analysis shows the relationship between level of awareness possessed on six sigma quality management and ten independent variables that were studied. It was found that among these ten variables, three variables were closely associated with the success of six sigma quality management. In order to measure the interdependence of independent factors and their total contribution to the level of awareness possessed on six sigma quality management, the results of the analysis were put into multiple regression analysis, and detailed results are shown in the following table.

Table No - 1 : Employees' Awareness On Six Sigma Quality Management (Multiple Regression Analysis)

Variables	B	Std. Error	T	P
(Constant)	28.787	5.381	5.721	.000
Age	.233	1.046	.273	.831
Marital status	-.313	1.422	-.273	.832
Educational qualification	-.460	.775	-.594	.553
Department	-3.074	1.539	-1.978	.047
Designation	1.675	.943	1.787	.077
Experience	2.903	.752	3.860	.000
Family members	-.361	1.136	-.318	.751
Type of family	-.708	1.470	-.482	.630
Income per month	2.418	.841	2.875	.004
Residential position	-1.139	.798	-1.428	.155
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358	.128	.092	10.526

Table No - 2

Descriptive Statistics						
		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Level of awareness	Mean	1.99	.00	.05	1.88	2.09
	Std. Deviation	.809	-.001	.018	.772	.843
	N	250	0	0	250	250
Age	Mean	1.52	.00	.04	1.43	1.60
	Std. Deviation	.690	-.003	.029	.627	.743
	N	250	0	0	250	250
Marital status	Mean	1.46	.00	.03	1.40	1.52
	Std. Deviation	.499	-.001	.003	.492	.501
	N	250	0	0	250	250
Educational qualification	Mean	2.37	.00	.07	2.24	2.50
	Std. Deviation	1.027	-.001	.031	.964	1.084
	N	250	0	0	250	250
Department	Mean	1.66	.00	.03	1.60	1.72
	Std. Deviation	.475	-.001	.010	.450	.491
	N	250	0	0	250	250
Designation	Mean	1.97	.00	.05	1.87	2.06
	Std. Deviation	.749	-.002	.022	.704	.788
	N	250	0	0	250	250
Experience	Mean	2.16	.00	.06	2.04	2.28
	Std. Deviation	.957	-.003	.032	.889	1.015
	N	250	0	0	250	250
Family members	Mean	1.59	.00	.04	1.52	1.67
	Std. Deviation	.616	-.001	.022	.572	.658
	N	250	0	0	250	250
Type of family	Mean	1.43	.00	.03	1.37	1.49
	Std. Deviation	.496	-.001	.005	.483	.501
	N	250	0	0	250	250
Income per month	Mean	2.39	.00	.06	2.28	2.51
	Std. Deviation	.921	-.002	.031	.859	.979
	N	250	0	0	250	250
Residential position	Mean	1.77	.00	.05	1.66	1.88
	Std. Deviation	.869	-.001	.019	.830	.903
	N	250	0	0	250	250

The Multiple linear regression components are found statistically a good fit. It shows the three independent variables contribute on the employees' awareness possessed on six sigma quality management and statistically significant at 1% and 5% level.

The table indicates that the co-efficient of respondent's department, experience and income of workers were significant at 1 and 5% level. It also noted that the variables such as age, designation, experience and income are positively associated with the awareness possessed on six sigma quality management. Further, it indicates that these

variables that contribute to the success of awareness possessed on six sigma quality management are statistically significant implying that their influence is stronger than the other variables.

The rate of increasing the level of awareness possessed on six sigma quality management shows better results of the independent variables such as respondents' maturity based on age with 0.273, with 1.787 units change in designation, with 3.860 units change in experience and 2.875 unit change in income per month.

Suggestions and Conclusion

Employees are the major assets of an organization. It is essential that the employees perform together as a collective unit and contribute equally towards the realization of a common goal. No task can be accomplished if the individuals are engaged in constant conflicts and misunderstandings. It has been observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other. Employees must be comfortable with each other to deliver their best and enjoy their work. Every individual at the workplace shares a certain relationship with his fellow workers. Human beings are not machines who can start working just at the push of a mere button. They need people to talk to, discuss ideas with each other and share their happiness and sorrows. An isolated environment de-motivates an individual and spreads negativity around. Six sigma is a tool used to find the solution for managerial problems with the help of statistical solutions. Six sigma has emerged as a popular approach to improvement that focuses on outputs that are critical to customers and justifies improvements by demonstrating a clear financial return for the organization. Industries are continuously facing fierce competition and the challenge of meeting increasing demands for higher quality products at economic cost. The success of an organization is directly related to how effective its implementation of continuous improvement is. For any industry, Quality management system and six sigma are important continuous improvement methodologies. Effective understanding of these methodologies and their relationship will provide an industry with a competitive advantage.

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MOTIVATION PROFILE OF THE COLLEGE PRINCIPALS IN KANYAKUMARI DISTRICT

Dr. C.Subathra¹

Abstract

The purpose of this study was to identify the motivational profiles of the College principals in Kanyakumari District as well as to examine if a statistically significant relationship existed between the motivational profile and their Gender, Age, Teaching experience, Administrative experience and Type of College. This study employed a survey questionnaire. The questionnaire included two parts, Demographic Questions and Motivation Profile Questions based on David McClelland's theory of Needs- Power, Affiliation and Achievement Motivation. 130 sets of questionnaires were sent to all 130 College principals in Kanyakumari District using Drop-off and Mail-survey method. Analysed data using SPSS and Applied Pearson Correlation, ANOVA, t-test to test hypothesis. The findings of the study reveal that most of the college principals in Kanyakumari District are Achievement Motivators and least preference towards Power Motivation. And it also revealed that there is no relationship between the Motivation profiles of college principal with their Age, Teaching experience, and Administrative experience and there is statistically significant relationship existed between the Motivation profiles of college principal with their Type of College and Gender. The study findings give an implication for Leadership Training.

Key words: Achievement, Affiliation, Motivation, Power

Introduction

The external changes which take place in the real world have somehow affected the academic landscape of institutions of higher education all around the globe (Wolverton et al., 2001). This situation has brought a great impact on the roles and responsibilities of managers cum leaders at all levels in Institutions of Higher Education including principals. Initially, principals were much regarded as a motivator in academic institutions and their duties focused mainly on motivating teachers as well as students. However, with the impact of modernization, the roles and responsibilities of principals are far more challenging as they are regarded to act as both managers and leaders of change. Hence, a synergy between these two roles: as a manager and a leader, requires principals to make numerous efforts to build effective academic organization with good achievement.

Motivation and Its Theoretical Background

Most motivation theorists believed that motivation is critical in the mastery of learned responses. The controversy lies in "whether motivation is a primary or secondary influence on behavior" (Huitt, 2001, p.1). Motivation is what moves us from boredom to interest. It is what energizes us and directs our activity. Motivation is sometimes likened to the engine and steering-wheel of an automobile. Energy and direction are at the centre of the concept of motivation. Needs, interests, values, attitudes, aspirations and incentives influence our energy and the direction of our behavior.

Motivation is defined "an internal state or condition (sometimes described as a need, desire or want) that serves to activate or energize behavior and give it direction". In addition it is an internal state or condition that activates behavior and gives it direction; desire or want that energizes and directs goal - oriented behavior; influence of needs and desires on the intensity and direction of behavior"

McClelland asserted that a person's needs are influenced by their cultural background and life experiences. He also asserted that the majority of these needs can be classified as the needs for affiliation, achievement or power. A person's motivation and effectiveness can be increased through an environment, which provides them with their ideal mix of each of the three needs (N-Ach, N-Pow and/or N-Affil).

Need For Power

Basically people for high need for power are inclined towards influence and control. They like to be at the centre and are good orators. They are demanding in nature, forceful in manners and ambitious in life. They can be motivated to perform if they are given key positions or power positions.

Need for affiliation

In the second category are the people who are social in nature. They try to affiliate themselves with individuals and groups. They are driven by love and faith. They like

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to build a friendly environment around themselves. Social recognition and affiliation with others provides them motivation.

Need for Achievement

People in the third area are driven by the challenge of success. A person with this type of need will set goals that are challenging but realistic. The goals have to be challenging so that the person can feel a sense of achievement. However the goals also have to be realistic as the person believes that when a goal is unrealistic, its achievement is dependent on chance rather than personal skill or contribution. This type of person prefers to work alone or with other high achievers. They do not need praise or recognition, achievement of the task is their reward. A person with a "need for achievement" (N-Ach) needs regular job-related feedback so that they can review their progress and achievement. Feedback includes advancement in the person's position in the organization. Salary scale will also be viewed as measure of progress. The amount of salary is not about increasing wealth for a person with a high need for achievement. Instead this type of person is focusing on how their level of salary symbolizes their progress and achievement.

McClelland believed that people with a strong need for achievement (N-Ach), make the best leaders for a variety of reasons including setting goals, reviewing progress and continuously looking at how things can be done better. However they may "expect too much" from their team as they believe that others have the same "need for achievement" which is often not the case. McClelland observed that with the advancement in hierarchy, the need for achievement increased rather than Power and Affiliation. He also observed that people who were at the top, later ceased to be motivated by these drives.

Summary of Review and Implications for the Study

The review of the studies related with leadership behavior shows that there is no relationship between the leadership behavior of college principals and their demographic profile. Male and female heads had no difference in leadership style (Iqbal, 2005). The leadership behavior of the heads was not related to sex (Singh, 1978). Sex and age did not influence administrative behavior (Mahant, 1979). No significant difference was found between male and female administrators' (Patel, 1983). Leader whether male or a female had similar personality traits (Sharma, 1986). The leadership behavior of heads was not related to their age between twenty five and sixty two years (Singh, 1978). The administrative behavior of urban principles on interactive, progressive and achievement-oriented dimensions was rated higher than that of their rural counterparts (Kaushik, 1979). The observation which found to be correlated to the results of this study which implied to frame Hypothesis.

Numerous studies which relate motivation with leadership behavior and organization effectiveness, but no such study was found to be relating motivation with Demographics of college principals.

There has been number of researches done on Motivation, especially on Achievement Motivation. There is very less number of studies done on Motivation profile of college principals. Thus the researcher came to conclusion that Motivation as an important factor which is to be included in the study of college principal in Kanyakumari District.

Statement of the Problem

College principal plays a major role in establishing a positive climate in the college. The way the leader motivates makes the teacher to work towards student's achievement. What kind of Motivation profile is to be established to meet the present day challenges and to establish a positive climate in their colleges is a question. The problem of identifying the specific Motivation profile which is suitable to establish a positive climate in the college has motivated the researcher to study on "Motivation profile of College Principals in Kanyakumari District" and to make suggestion based on the findings of this study.

Objectives of the Study

Following are the objectives of the present study:

- To analyze the Demographic profile of the College principals in Kanyakumari District.
- To examine the Motivation profile of the College principals in Kanyakumari District.
- To study the relationship between the Motivation profile of College principals in Kanyakumari District and their demographic profiles.
- To provide suggestions based on the findings and conclusion of the study.

Hypotheses

On the basis of the predefined objectives of the present study and literature reviewed the following null hypothesis is formulated:

Ho. There is no relationship between the Motivation Profile of college principals in Kanyakumari District and their Gender, Age, Teaching experience, Administrative experience and Type of college

Methodology

The main aim of this study was to investigate the Motivation profile of 130 college principals in Kanyakumari District. This study employed a survey questionnaire. The questionnaire included two parts, Demographic Questions are the first part of the questionnaire which includes Age, Gender, Type of college, Teaching experience and Administrative experience of the college principal. Second part of the questionnaire includes

Motivation Profile Questions, developed by Junker. K (2001) based on David McClelland's theory of Needs. It states that human behavior is affected by three needs Power, Affiliation and Achievement. The questions aim at testing the preferences towards Principals' Motivational needs. 130 sets of questionnaires were sent to all 130 College principals in Kanyakumari District using Drop-off and Mail-survey method. The population sample consisted of Arts & Sciences (n=24), Engineering Colleges (n=31), Polytechnic Colleges (n=21), Nursing College (n=20), and Education Colleges (n=34) college principals. The whole colleges under the target group had been selected as the population of the study as a Census survey. To explore the Motivation profile of College Principals in Kanyakumari District and to determine the relationship between Motivation profile and Demographic, applied Pearson Product Moment Correlation (PPMC), Chi-Square, ANOVA and t-test using SPSS.

Conceptual Framework (Fig.1)

This study explored the Motivation profile of college principals in Kanyakumari District and determined the relationship between the dependent variable Viz., Motivation profile and the five independent variables: Gender, Age, Teaching experience, Administrative experience and Type of college. The above figure shows the model of the study.

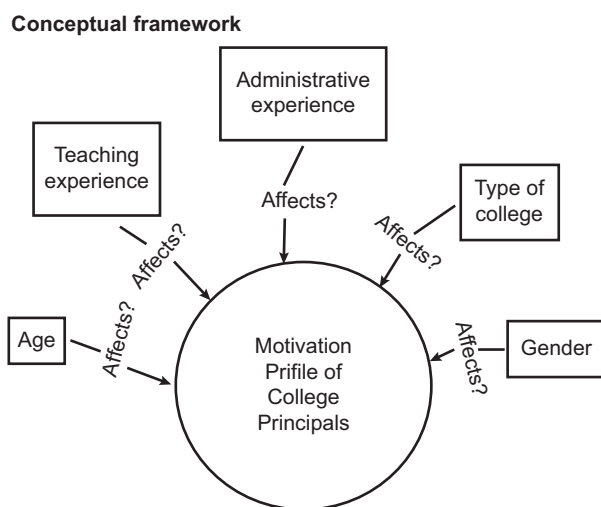


Fig. 1 : Conceptual Framework of the study

Results and Discussions

Demographic Profile of the College Principals

Table -1 : Demographic profile of the College principals (Frequency and percentage)

Variables		Frequency	Percentage
Gender	Male	51	39.2
	Female	79	60.8
Age Group	Below 40	10	7.7
	41-45	17	13.1
	46-50	32	24.6
	51-55	47	36.2
	56 & Above	24	18.5
Type of College	Arts & Science	24	18.5
	Engineering	31	23.8
	Polytechnic	21	16.2
	Nursing	20	15.4
	Education	34	26.2
Teaching Experience Group	Less than 10	5	3.8
	Between 10-15	8	6.2
	Between 16-20	19	14.6
	Between 21-25	32	24.6
	Between 26-30	44	33.8
	Above 30	22	16.9
Administrative Experience Group	Less than 2	13	10.0
	Between 2-3	17	13.1
	Between 4-5	34	26.2
	Between 6-7	27	20.8
	Above 8	39	30.0

Source: Primary data

The frequency and percentage analysis of the college principals demographic profile viz., Age, Teaching experience, Administrative experience Type of College and Gender reveals that most respondents were in the age range of 51-55, followed by the age range of 46-50, 33.8% of the respondents were having teaching experience between 26-30 years followed by 24.6 % of respondent who has teaching experience between 21-25 years, 30.0% of the respondents have above 8 years of administrative experience followed by 26.2 % of the respondent who have administrative experience between 4-5 years, most respondents were from education n=34 (26.2%) followed by engineering colleges n= 31(23.8%) and the data showed that out of 130 valid responses, 51 Principals were male and 79 Principals were female. (See Table. 1)

Motivation Profile of the College Principals

Table - 2 : Motivation Profile of the College principals (frequency and percentage)

MOTIVATION PROFILE	LEAST PREFERRED	BACKUP	DOMINANT	VERY DOMINANT	TOTAL
POWER	n 96(73.8%)	n 2(1.5%)	n 11(8.5%)	n 21(16.2%)	130(100%)
AFFILIATION	n 72(55.4%)	n 23(17.7%)	n 11(8.5%)	n 24(18.5%)	130(100%)
ACHIEVEMENT	n 47(36.2%)	n 20(15.4%)	n 23(17.7%)	n 40(30.8%)	130(100%)

Source : Primary data

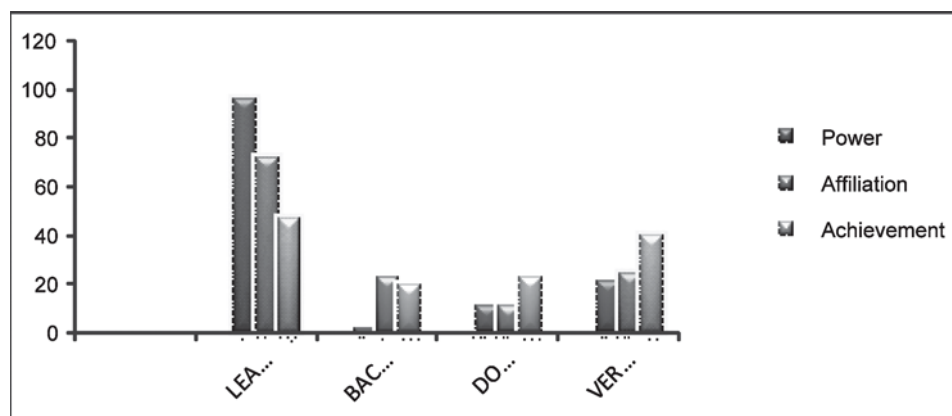


Fig. 2 : Motivation Profile of the college principal

Frequency and percentage of the respondents Motivation style is shown in Table.2 and Figure 2. It shows that the majority of the respondents 30.8% (n= 40) scored very dominant level of intensity for the Achievement motivation followed by 18.5% (n=24) for the Affiliation motivation.

Result of Hypothesis Testing

The hypothesis was tested using SPSS (Software package for Statistical Analysis). Applied Pearson Product Moment Correlation (PPMC) to determine and report the relationships between the Motivation profile and Principals' Age, Teaching Experience and Administrative Experience. To confirm the result, applied Chi-Square cross tabulation and Cluster Bar chart and interpreted. Descriptive analysis in ANOVA was applied to test the significant differences between the Motivation profile and Type of College. The t-test for quality of means was employed to test the significant differences between the Male Principal and Female Principal. The consolidated findings from hypothesis is given in Table.3

Table - 3 : Hypothesis findings

DEMOGRAPHIC PROFILE	LEVEL OF SIGNIFICANCE
Age	Insignificant
Teaching Experience	Insignificant
Administrative Experience	Insignificant
Type of College	Significant
Gender	Significant

Source: Prima Data

The result reveals that there was no significant relationship between the Principals' age, Teaching and administrative experience and Motivation Profile of the College Principals in Kanyakumari District. Whereas there was statistically significant relationship existed in between Motivation Profile of the College Principal and Type of College and Gender

Findings of the Study

The predominant Motivation profile of the College Principals in Kanyakumari Districts as perceived by the Principal was discussed based on the scores reported by them for each one of the three Motivations profile (Power, Affiliation and Achievement Motivation) is as follows.

- Power motivation - 96 College Principals in Kanyakumari District rarely use this Motivation profile that is least preferred, while only 2 Principals use it occasionally. It was also found that 11 respondents use this decision style frequently and 21 respondents scored very dominant level of intensity for this profile and use it compulsively.
- Affiliation motivation - In this particular Motivation profile, most Principal n=72 (55.4%) of College Principals in Kanyakumari District scored in the least-preferred level of intensity, while 23 use this motivation occasionally. 11 Principals reported that they use this profile often and 24 Principals use this motivation compulsively.
- Achievement motivation- The majority of College Principals in Kanyakumari District, n= 40 (30.8%), used the Achievement Motivation compulsively, scoring in very dominant levels of intensity for this motivation. 47 respondents considered this Motivation as the least preferred and 20 respondents use this particular Motivation occasionally, which is as a back-up Motivation Profile, while 23 Principals use it frequently. McClelland believed that people with a strong need for achievement, make the best leaders for a variety of reasons including setting goals, reviewing progress and continuously looking at how things can be done better. The mean score result also proves that the predominant Motivation profile among the College Principals in Kanyakumari District is the Achievement Motivation.
- There was no significant relationship between the Principals' age and Motivation Profile of the College Principals in Kanyakumari District.
- Motivation profile of the College Principal has no significant relationship with their Teaching experience.
- There was no statistically significant relationship between the Principals' administrative experience and their Motivation Profile.

- There is statistically significant relationship existed in between Motivation Profile of the College Principal and Type of College. The Principals in Arts & Science Colleges are very dominant towards Achievement motivation whereas, the Principals in Nursing Colleges are dominant towards Affiliation Motivation.
- As there is a statistically significant relationship existed between Gender and Motivation, Gender plays a role in the adoption of Motivation profile of the College Principals in Kanyakumari District.

Conclusion

From the study it is clear that the College Principals in Kanyakumari District are not alike in the adoption of their Motivation profile. Each Principal has his or her own style. Some of them have more than one dominant style; some have more than one back-up style, while others use some of the styles rarely. Sternberg (2001), states that according to Webster's Dictionary (1967), "A style is a distinctive or characteristic manner, or method of acting or performing." It means that the Principals use different methods for leading, Motivating and make decisions. In addition each style has its strength and weaknesses, so knowing more about each leadership style, Decision making style and Motivation profile, will lead the College Principal to be more able to use the strengths of other modes and to balance against the weaknesses of their own approaches and therefore enhance their ultimate effectiveness.

Suggestions

Based on the findings and conclusion of the study the following implications were pointed out and provided as suggestions:

- The researcher suggests that college principals must be aware of different Motivational aspect, so that they switch in to the particular style in order to overcome the situation. Mech (1993) stated that when the managers are aware of their styles and orientation, they are more able to balance between the strength and weaknesses of their own and others' modes. While there are preferred styles and a predominant orientation among Principals, some may not be the most effective in all situations or environments; therefore it is suggested that Principals to find ways to take advantage of the benefits provided by the other styles.
- As exist in the higher education, the newly appointed Principal should be given compulsory orientation programme that enable them to face the new challenges in the field of education effectively. This will also ultimately generate in them ideal Leadership qualities including motivation profile.

- The study reveals that less than 50 percent of the college principals are in very high range of intensity Achievement Motivation. That shows that the remaining 50% or more than 50% of principals are having a very low level of intensity for Achievement Motivation. Thus it is suggested that effective leadership training should be given to the college principals in Kanyakumari District focusing on Motivation aspects.
- From the study, it is evident that there is no significant relationship between the Principals' age and Motivation Profile of the College Principals in Kanyakumari District, thus the researcher suggests that younger teacher can also be given a priority to become the college principal. A study conducted at the University of Bremen in Germany examined the relationship between leadership and age; found that younger leaders were more likely to use the transformational or transactional styles of leadership, both of which can be effective at motivating employees. Older leaders were more likely to use the ineffective passive-avoidant style. The study suggested that younger leaders were motivated by career ambition and that many older leaders were not. The general notion/opinion/feeling of people that a principal older in age is a good principal/effective principal stands nullified. It was thus concluded that, Motivation profile is not age dependent. Thus it is suggested that young and energetic cum ambitious teachers may be given an opportunities be a college principal, who can be a good motivator in academic achievement.
- Motivation profile of the College Principal has no significant relationship with their Teaching and Administrative experience. Thus from the finding of the past and present study the researcher suggest that, teachers with minimum teaching experience may be given an opportunity to lead an educational institution in taking good decision and motivate the students for academic achievement which creates a good and favorable climate.
- Motivation show statistically significant relationship with the type of College The Principals in Arts & Science Colleges are very dominant towards Achievement motivation whereas, the Principals in Nursing Colleges are dominant towards Affiliation Motivation. It is because of the difference in the private and aided and also it is because of the difference in the management. Thus the researcher suggests that the rights, duties, power and responsibilities of any type of college principal should be the same in order to create favorable climate for students and teachers.
- As there is a statistically significant relationship existed between Gender and Motivation, Gender played a role in the adoption of Motivation profile of the College Principals in Kanyakumari District. Thus, it was inferred that Motivation emerges from within the person based on gender. Male or female principal had to abide by the rules and regulations of the management whether private or public in order to take decision. Thus it is recommended to the college principal to be aware of different decision style, in order to switch into the needed style according to the situation.

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TOTAL QUALITY MANAGEMENT: HOW CAN WE MAKE THE IMPLEMENTATION EFFECTIVE

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J.Bacikya Praba²

Abstract

Total Quality Management (TQM) refers to management methods used to enhance quality and productivity in business organizations. Total Quality Management (TQM) has become a frequently used term in discussions concerning quality. Total Quality management has brought rise in demands on the organizations policy and the customers have gained more importance in the organizations focus. TQM is considered as an important management tool, which helps the organizations to satisfy their customers.

Key words: Total quality management, critical success factor, employee satisfaction.

Introduction

TQM is a management philosophy, which emphasizes a number of concepts such as customer focus, continuous improvement, defect prevention, and recognition that all the organization's members share quality responsibility. TQM is regarded as a combination of various processes characterizing the behavioral dynamics of an organization. An organization is referred to as a total system, where all the activities carried out are geared towards meeting the requirements of customers effectively. TQM has been regarded as the tool for progress and continuous improvement in aspects of cost, reliability, quality, innovative efficiency and business effectiveness. TQM is an integration of two basic functions: total quality control and quality management. Top management commitment, customer satisfaction, training and education employee satisfaction, and product or service quality assurance in all its stages, and continuous

improvement and supplier quality management are the critical factors for implementation total quality management. Total quality management is a way of planning, organizing and directing, that will help to improve the capabilities of all employees for continuous improvement of services and products in an organization to attain optimal quality.

Total Quality Management (TQM) has been extensively adopted by many organizations but has not necessarily resulted in the desired levels of effectiveness. A large number of failures have been attributed to faulty implementation. This paper discusses the ways of implementation processes. It examines the role of vision, leadership, momentum of change, teamwork, availability of resources, focus, and training on the desired outcomes.

Total Quality Management (TQM) has generated a tremendous amount of interest among consultants. Several attempts to implement TQM across many sectors of the economy, including health care, have been made (Dean and Bowen, 1994; Spencer, 1994). The record of successful realization of TQM's potential is dismal. In a large majority of the cases, the failure is attributed to the problems encountered during the implementation process (Regret *al*, 1994). This points to a need for developing a better understanding of the TQM implementation process and drawing lessons to achieve greater level of success.

Despite its popularity and widespread implementation, there is considerable confusion about TQM. Reeves and Bednar (1994) concluded that part of the contradictions in the current literature could be attributed to the absence of a global definition of quality. However, there are some underlying principles that unite the various models of TQM. Dean and Bowen (1994) suggest that there are three distinctive principles that underpin the various TQM models. They are

Customer focus.

The goal of satisfying customers is fundamental to TQM and is expressed by the organization's attempt to design and deliver products and services that fulfil customer needs.

Customer focus is driven by the desire of an organization to identify customer needs and acquire feedback on his/her satisfaction with the organization's current efforts to meet those needs.

Continuous improvement

It means a commitment to constant examination of technical and administrative processes in search of better

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methods. Continuous improvement is the next logical step that requires organizations to act based on the acquired information. In order to achieve and maintain customer satisfaction, organizations may need to continuously develop better products and services, and improve methods of producing and delivering them.

Teamwork

Collaboration between managers and non-managers, between functions, and between customers and suppliers - is the third TQM principle (Dean and Bowen, 1994 pp 394-395).

Each of these principles, although stated as distinct, is indivisibly linked to one another. The ultimate aim is the fulfilment of customers' needs using the most effective and efficient methods.

Finally, for an organization to experience continuous improvement, everyone involved with producing and delivering a good or service tries to identify opportunities for improvement and works together to implement the necessary changes. This requires collaboration across levels, functions, and other organizational boundaries, making teamwork essential.

Vision: Vision refers to the extent to which senior management could articulate a mission for the hospital clarifying that TQM was a departure from the past paradigm, and provide a new direction to the hospital.

Momentum: Momentum is the degree of self-sustainability of the change programme based on the early successes in the implementation.

Resources: Resources refer to budgetary and manpower support assigned to the TQM programme.

Training: Training refers to the extent the organization emphasized the need for classroom-based conceptual and/ or experiential learning relevant to the programme.

Focus: Focus refers to the extent that the change programme was able to concentrate on making changes to the core processes rather than peripheral processes.

Outcome: Outcome refers to both medical and financial outcomes that may be seen as desirable goals of a TQM programme.

Leadership

Leadership refers to the extent to which senior management played a visible role in championing the cause of TQM and involved themselves in the details of implementation.

Senior management leadership is crucial for the successful implementation of TQM. If members perceive that senior management is not serious about the change, then they are more likely to avoid change. Providing good leadership means having close involvement in the

implementation process to maintain momentum. If senior management's leadership during TQM implementations clearly demonstrated, then it is more likely to be successful.

Management leadership will be evident in the allocation of resources to support TQM. In many cases, management was expected to create new resources for the programme even as some employees were being laid off because of budget deficits. Leadership means being able to explicitly provide resources, both financial and human, in the face of severe constraints.

Training

Education and training programmes are needed throughout the implementation process. Since TQM will require staff to use process improvement and quality control tools that they may not be familiar with, they need to be provided such knowledge. Similarly, training in interpersonal relationships and team effectiveness skills are required. For the interdisciplinary teamwork appropriate for TQM, interpersonal and team skills are essential complements to knowledge of TQM tools. Education and training give staff the ability to work in teams. Therefore, an emphasis on education and training during the implementation process will improve the chances of successful teamwork.

Teamwork

Teamwork is the degree to which all professionals in the hospital work together in the implementation of the programme. When an organization implements TQM, the internal constituencies are challenged by a paradigm shift which questions cherished values and beliefs, and ways of operating and giving services. They are obliged to situate themselves within the new paradigm. They may resist change, buffer their interests from change, or actively translate the change in terms of their interests. If powerful constituencies are not accommodated, they may resist the new paradigm and make it unsuccessful. If members of the are not involved in planning the adoption of TQM, they are likely to oppose the change like any other uninvolved constituency, but, unlike, the others will probably succeed in preventing its implementation.

Similarly, the middle management, which normally loses its traditional power in the new environment, will need to be encouraged to work as a team.

If the concept of working as a team is well accepted, which means that the medical staff, nurses,

and support staff accept the need to work together rather than remain in their professional silos, there is a greater chance that the hospital will be able to tackle problems in the core processes.

Focus on Core Processes

It is essential that the TQM projects focus on improving core processes to gain real improvement in customer satisfaction. In several organizations in which antecedents are not well managed, the projects continue to devote time on peripheral processes such as laundry and cleaning so the gains are not substantive. The core processes can only be improved if the change programme has momentum (based on vision, leadership, and resources), there is teamwork and everyone is participating in the process, and all concerned have the necessary technical training to tackle the core processes. A greater focus on core processes will result in greater improvements in desired outcomes.

Outcome

At the end of a successful implementation, organization should be able to demonstrate improvement in quality of and financial performance. Financial performance includes cost savings on specific processes and well as improvements in overall financial situation of the organization. As indicated, this will be possible if TQM projects focus on core processes and the change programme has enough momentum to overcome some hard decisions that need to be made during the implementation.

Conclusion

Total Quality management has brought rise in demands on the organizations policy and the customers have gained more importance in the organizations focus. TQM is considered as an important management tool, which helps the organizations to satisfy their customers. It includes critical success factors includes management commitment, customer satisfaction, continuous improvement, work culture and environment, supplier quality management, training and development, employee satisfaction and product/process design.

Thus, TQM is a philosophy that brings all members of an organization together to ensure product and Service quality, improve organizational environment and attain customer's needs.

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AN EVALUATION ABOUT THE SOFT SKILLS TRAINING IN SIMS, BANGALORE: A STUDY WITH REFERENCE TO B-SCHOOL GRADUATES

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Abstract

The inability of graduates to demonstrate soft skills has become a source of concern to education stakeholders. Students are unable to link classroom outcomes to real life situation because they lack the requisite soft skills. The ability to apply cognitive and psychomotor gains from classroom interaction to daily living should be embedded in teaching through the inclusion of soft skills in the taught curriculum. While technical skills are a part of many excellent educational curricula (Management Education), soft skills need further emphasis in the university curricula so that students learn the importance of soft skills early in their academic programs before they embark on a business career. Soft skills therefore should be taught and assessed in academic institutions so as to help students be effective even in acquiring hard skills. Teaching soft skills is much more of an art than a science. However, there is a need to appropriately measure and assess performance of students in relation to soft skills development. Numerous discussions have focused on the effectiveness of management education in India and whether business schools are meeting employer expectations. The qualitative exploration of management education focused on learners and their transformation of education to application in management-level positions has to be assessed. In the light of this, it is critical to study an important stakeholder's (Student) perspective on soft skills learning. There is a need to teach soft skills in B -Schools apart from imparting management education to students. The main purpose of this study was to analyze and evaluate the tools of soft skills training employed in a B-School and also to understand the perceptions of B-School graduates about the importance of soft skills for employability.

Key words: Soft Skills, B - School, Employability Competency, Training Evaluation

Introduction

In today's global economy, businesses cannot ignore the importance of soft skills, especially in recent graduates. Graduates with effective soft skills at the entry level are in high demand. Evidence of the importance of soft skills in business is found in numerous surveys of executives, recruiters and academicians. Without exception, these surveys have found that soft skills rank at or near the top of the business skills needed for success. Proficiency in soft skills is the foundation of professional relationships. Soft skills are essential in all spheres of life. Be it an interview or dealing with the project leader or working out a solution with a team or writing a report, getting across the point effectively is what matters. Effective soft skills are an essential component for organizational success, whether it is the interpersonal, intra group organization or external levels.

Soft skills are the generic skills that integrate both cognitive and non-cognitive skills. Soft skills are personal attributes that enhance an individual's interactions, job performance and career prospects which are unlike hard skills, which are about a person's physical skills set and ability to perform a certain type of task or activity. Soft skills is a sociological term relating to a person's

Emotional Intelligence Quotient (EIQ), the cluster of personality traits, social graces, communication, language, personal habits, friendliness and optimism that characterize relationships with other people. Soft skills complement hard skills part of a person's IQ, which are the occupational requirements of a job and many other activities. Students who possess these skills have the potential of performing well at school while paving the way to good relationships in all areas of their life. When compared to hard skills, soft skills are highly valued by employers, teachers and administrators because they are hard to find. Soft skills encompasses much more than personality, including traits like communicating with others; the ability to plan and organize; drive and initiative; hitting budget and schedule deadlines; influencing and collaborating on technical and non-technical issues with all types of people; balancing and prioritizing work; dealing with changing circumstances; dependability; and coaching and team development, to name a few. The inability of graduates to demonstrate soft skills has become a source of concern to education stakeholders. Students are unable to link classroom outcomes to real life situation because they lack the requisite soft skills. The ability to apply cognitive and

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psychomotor gains from classroom interaction to daily living should be embedded in teaching through the inclusion of soft skills in the taught curriculum. While technical skills are a part of many excellent educational curricula (Management Education), soft skills need further emphasis in the university curricula so that students learn the importance of soft skills early in their academic programs before they embark on a business career. It is not as an employee that soft skills will be useful to a student, but as a learner. Soft skills therefore should be taught and assessed in academic institutions so as to help students be effective even in acquiring hard skills. The concern of this study is that if soft skills can be encouraged in B- Schools, there will be better performance among the students as the soft skills mentioned in this study will be of great help to them. Soft skills acquisition is expected to mould positive changes in students in their character building, control of feelings, self-motivation, ability to think critically and creatively, in interacting with others as well as the ability to work as a team. Teaching soft skills is much more of an art than a science. However, there is need to appropriately measure and assess performance of students in relation to soft skills development. First and foremost, there is a need to understand the meaning and principles of assessment. Assessment is the wide variety of methods that educators use to evaluate, measure, and document the academic readiness, learning progress and skill acquisition of students from preschool through college to adulthood. It has become imperative to find out how students and teachers who are major planks of the critical stakeholders in the teaching and learning of soft skills perceive teaching and learning of soft skills in the Indian context as this has not been known to have been ascertained. It is in this light that this study investigated a critical stakeholder's perception of learning soft skills.

Training evaluation has been the main focus of many studies in the last decade. It is now a well-established fact that employers are increasingly putting more emphasis on soft skills, it is equally important that students should also adequately appreciate the value of such skills and make deliberate efforts to acquire them. As a result, there is an awareness gap resulting in deficiency of soft skills among business graduates entering the work force. Consequently, there is now more pressure on academic institutions to enhance soft skills of their students through structured training programs. Educators should seriously consider greater adoption of soft skills in their course content. A number of institutions have started to revamp their courses, the percentage of these is still relatively small in India, and there is still, an overemphasis on hard skills, even though recent years have delivered harsh evidence of the

disastrous effects of this trend. Numerous discussions have focused on the effectiveness of management education and whether business schools are meeting employer expectations. The qualitative exploration of management education focused on learners and their transformation of education to application in management-level positions has to be assessed. If business schools produce graduates who do not meet employer expectations, organizations will be required to invest in training programs to increase the level of knowledge and skill sets of potential business leaders.

Review of Literature

Literature to be reviewed encompasses all the material available in this field of study. For this study various sources such as books, articles, journals, research papers, e-resources, newspapers and magazines were reviewed.

According to an article by Amanda L (*"What hard & soft Skills are employers looking for?"*, 2014), it was observed that while soft skills are difficult to quantify on a resume, hard skills are easily quantified and may be validated to the potential employer. Soft skills are personal attributes that enhance an individual's interactions, job performance and career prospects which are unlike hard skills, which are about a person's physical skills set and ability to perform a certain type of task or activity. It is possible for one to be academically sound and lacking in soft skills. Students who possess these skills have the potential of performing well at school while paving the way to good relationships in all areas of their life.

According to a research study by A. T. Onabamiro, A. O. U. Onuka, S. A. Oyekanmi (*"Teachers' Perception of Teaching and Assessing Soft Skills in Secondary Schools"*, 2014), Soft skills are the generic skills that integrate both cognitive and non-cognitive skills. The inability of secondary school graduates to demonstrate soft skills has become a source of concern to education stakeholders. Students are unable to link classroom outcomes to real life situation because they lack the requisite soft skills. The ability to apply cognitive and psychomotor gains from classroom interaction to daily living should be embedded in teaching through the inclusion of soft skills in the taught curriculum.

According to a research paper presented by Samta Jain and Afreen S Syed Anjuman (*"Facilitating the Acquisition of Soft Skills through Training"*, 2013), Acquisition of managerial soft skills through training is essential and leads to better performing managers. Organizations recruiting managers would be encouraged to look beyond traditional skill-based training. The success and performance of managers depend not only on effective

job-based training, but also on soft skills development. Managers with management degree do not necessarily get polished with soft managerial skills, as the curriculum focuses more on developing technical aspects and knowledge. Also, the academic environment does not support the basic need of developing such skills. Training, on the other hand, typically entails personal involvement, commitment and experiential gains.

According to a research study by Robert Slade (*"To Reveal the Enormity of Communication Skills for Business Students"*, 2012), Graduates with effective soft skills at the entry level are in high demand. Evidence of the importance of soft skills in business is found in numerous surveys of executives, recruiters and academicians. Without exception, these surveys have found that soft skills rank at or near the top of the business skills needed for success.

According to an article by Robinson L, Segal J and Segal R (*Effective Communication- Retrieved from http://www.helpguide.org/mental/effective_communication, 2012*), Effective communication skills are essential for a business student. Students have to deal with many business projects, presentations while completing their business course. So they have to form groups where communication skills are an essential requirement for interacting with each other. It is also important for a student when he/she is attached with any association. Because there he/she has to perform his/her work with the associate team. So to be a superior team member communication skills are essential. Communication skills are also important for getting a good job. Now -a - days communication skills are even more important than technical skills because communication skills are the soft skills which cannot be copied. Organizations emphasize that they are looking for people with excellent communication skills.

Christopher.E. Bush (*"The Case for Soft Skills Training"*, 2012) in his article has pointed out the value of soft skills. Research shows that individuals with good interpersonal and self-management abilities have better career success and contribute far more to their organizations than people with only excellent technical skills. Despite this, many businesses continue to under invest in soft skills training. Research shows that soft skills can indeed be effectively learned, and studies have identified a number of best practices for teaching them. The McKinsey quarterly called "the soft S's of style, skills, staff, and shared goals" (Watson, 1983) generally outperform those who rely only on technical knowledge, organizational structures, and systems.

The literature review suggests that in today's workplace, current and future business leaders are emphasizing the development of soft skills in individuals for workplace

success. While technical skills are a part of many excellent educational curricula, soft skills need further emphasis in the university curricula so that students learn the importance of soft skills early in their academic programs before they embark on a business career. Students need to be trained to be effective team members as employers often find that graduates lack good teamwork and leadership skills. It is not as an employee that soft skills will be useful to a student, but as a learner. Soft skills therefore should be taught and assessed in academic institutions so as to help students to be effective even in acquiring hard skills. In the light of this, it is critical to study an important stakeholder's holders (Student) perspective on soft skills learning. There is need to teach soft skills in B -Schools apart from imparting management education in students. The main objective of this study was to analyze and evaluate the tools of soft skills training employed in a B-School and also to understand the perceptions of business management students of the importance of soft skills for employability.

Objectives of The Study

- Ø To evaluate the tools and techniques of soft skills training in SIMS, Bangalore.
- Ø To study and understand the importance of soft skills for employability in B School graduates.
- Ø To recommend suitable measures for effective implementation of soft skills program in educational institutions (B-Schools).

Research Methodology

Primary Data for the study was obtained through questionnaires and interviews, wherein, student response was elicited. Secondary Data was obtained from books, research papers, magazines, journals, newspapers, e-resources.

Scope of the Study: The respondents selected were third semester B School Graduates in Seshadripuram Institute of Management Studies, Bangalore. This study focused on the evaluation of the tools and techniques of soft skills training in SIMS by the students. Some areas covered by this study were: Evaluation of soft skills training , analyzing the importance of soft skills for employability from a critical stakeholder i.e. B – School Students and eliciting suggestions for effective implementation of soft skills program in B-Schools.

Sampling Technique: Stratified Random Sampling method was used for selecting the sample for the study.

Sample Size: A sample of 50 B School Graduates in SIMS, Bangalore was taken as a representative for conducting the study.

Plan of Analysis: The primary data collected from respondents was evaluated by using statistical tools such as Cronbach's Alpha, analysis of demographic variables (age, gender, residential location) taken for the study and Pearson's Correlation Analysis.

Analysis & Discussion

Table - 1 : Cronbach's Alpha

Particulars	No. of Statements	Mean	Alpha Value (N=50)
Importance of Soft Skills for Employability	8	4.18	.923
Soft Skills Training in the College	8	3.77	.721
Students' Evaluation of Soft Skills Training	9	3.92	.793
Overall Scale	25	3.93	.890

From Table 1 it can be inferred that Cronbach's alpha coefficient value for student's perception on importance of soft skills for employability (.923), Soft skills training provided in the college (.721), Students evaluation of soft skills training (.793) and the combined scale (.890) are falling above 0.7 as suggested by Nunnally (1978).

Table - 2 : Demographic Variables

Category	Items	Frequency	Percentage
Age	22-24 Years	41	82.0
	25-27 Years	9	18.0
Gender	Male	22	44
	Female	28	56
Residential Location	Urban	34	68
	Rural	16	32
Total		80	100.0

The findings related to the demographic variables are presented in Table 2. In terms of age wise classification, it was found that 82% of respondents are in the age group of 22-24 years followed by 18% in the age group of 25-27 years. In terms of gender, 44% are male and 56% are female. The table above also reveals that 68% are from urban background and 32% are from rural background.

Table - 3 : Pearson's Correlation Analysis

Particulars	Mean	S.D	Importance of Soft Skills for Employability	Soft Skills Training in College
Importance of Soft Skills for Employability	4.18	.863	1	
Soft Skills Training in College	3.77	.495	.664	1

Table 3 shows the correlation analysis using Bivariate Pearson Product - moment for finding the relationship between the soft skills that is perceived as important for employability, soft skills training provided by the B - School and students' evaluation of soft skills training. It was observed at 0.01 level of significance that students' perception of soft skills importance is correlating to a greater extent with soft skills training in the college (.644). The table also reveals a significant correlation between students' perception of soft skills training in the college and the students' evaluation of soft skills training provided to them (.460).

Discussion

The findings above gives a clear picture that there is no gender bias in the study since more or less equal count is seen from the frequency table. It is obvious in B-Schools that majority of the students will be falling under the age group of 22-24 years after completing their under graduation which is also clearly seen from the results. The findings also clarifies that there is no discrimination on background of location as few students are from rural background though majority of the respondents are from urban background. Correlation analysis shows significant relationship between the students' perception on various soft skills important for employability and the type of soft skills training

provided for them in the college. Soft skills training is conducted to enhance and increase the performance level of a student to develop 'people skills' to meet the current as well as future needs of industry so as to enhance employability. Since there is a deficiency of soft skills among business graduates entering the work force, there is now more pressure on academic institutions to enhance soft skills of their students through structured training programs. From the study it was found that the B-School students of SIMS, Bangalore have awareness about the different types of soft skills that are needed to enhance their employability levels and the college is providing adequate training based on these needs. Training is provided in different areas of soft skills such as communication skills, team work skills, professionalism, time management skills, stress management skills, problem solving skills and decision making skills. Another finding from the correlation table shows that soft skills training provided by the college was evaluated positively by the students. The students indicated that the soft skills training provided by the college is sufficient for enhancing employability. Further they were satisfied with the needs assessment, content delivery (updated to industry standards), training material, interactiveness, facilities provided for training and feedback mechanism used by the trainer.

Suggestions

- B-Schools should give importance to the neglected areas such as etiquette training, leadership skills and negotiation skills to the students.
- Students recommended that soft skills training should integrate theoretical concepts with real world applications.
- Educational institutions should take the input of external consultants \ specialists for student assessment in the area of soft skills.
- Frequency of training sessions should be enhanced as it should be a continuous process of learning along with the curriculum.
- Feedback mechanism should be systematic at the end of every training session to improve the quality in the future.
- Educational institutions should place greater emphasis on developing soft skills in students.
- The focus of soft skills training provided by academic institutions should be to enhance employability competencies in students.

Conclusion

The business students' attitude towards behavioural courses, with substantial coverage given to soft skills development, is usually negative together with their reluctance to register for such courses. As a result, there is an awareness gap resulting in deficiency of soft skills among business graduates entering the work force. The

results of the study revealed that there is a significant relationship between the students' perception on various soft skills important for employability and the type of soft skills training provided for them in the college. From the study it was found that the B-School students of SIMS, Bangalore have awareness about the different types of soft skills that are needed to enhance their employability levels and the college is providing adequate training based on these needs. The students also indicated that the soft skills training provided by the college is sufficient for enhancing employability. To conclude, Soft Skills Training becomes all the more relevant in a country like India where the education system does not delve into personality development. Any Educational experience should provide value to the student enabling him to have all round development which has an impact on both personal and professional life. Currently there is a movement in higher education to develop the whole person-complete with both hard and soft skills. Unfortunately, this is not enough as employers often see a significant gap between the hard and soft skills that a graduate brings to the workplace, with many new employees lacking the soft skills needed for professional success. Therefore educators should seriously consider greater adoption of soft skills in their course content.

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ERP IMPLEMENTATION PROCESS IN CONSTRUCTION INDUSTRY

Girish Kumar VG¹

Dr. B.K.Arun²

Abstract

Consist of the head management of group companies. Under an enterprise there will be different companies. So enterprise will be the core management of companies. Different resources are using by the enterprise for attaining the common goal of the companies. The resources are commonly called as Men , Money , Material , Machines , Methods, Information and Management. These are the primary resources required for attaining the organization goal.

Introduction

ERP means Enterprise Resource Planning, this have been started in manufacturing industry for controlling the material management. And it was not used for construction industry.”

ERP is a software based management solution that addresses the enterprise needs, taking the process view to meet the goals of the organization by seamless integration of all the functions of the organization”.

Enterprise :- Consist of the head management of group companies. Under an enterprise there will be different companies. So enterprise will be the core management of companies.

Resource :- Different resources are using by the enterprise for attaining the common goal of the companies. The resources are commonly called as Men , Money , Material , Machines , Methods, Information and Management. These are the primary resources required for attaining the organization goal.

Planning :- Planning means “*deciding in advance , what is to be done*” . All the above resources will plan to optimize the business through functional integration of different department.

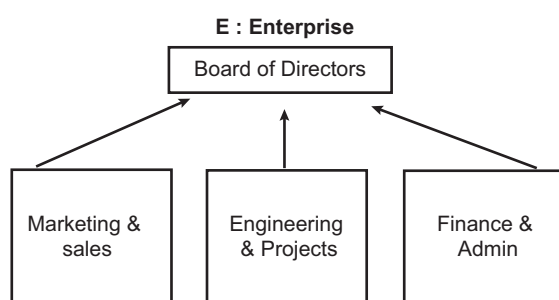


Fig. 1

Enterprise gaining information from different functional areas in the construction Industry for planning the activities.

Implementation of ERP in Construction companies.

Builders and Contractors are the primary players in construction industry. Their activities are entirely different from the manufacturing and service industries. So they require customized ERP for primary operations like estimation and costing. And all the material purchased and the MLES (Material, Labour, Equipments, and Sub Contract) will be linked with the estimation and the actual will be checked with the estimated value and system should allow taking the actual more than the estimated quantity.

Merits of ERP

- Accurate and Integrated Data
- Eliminating redundancy and data replication to be avoided.
- Faster processing and data analysis
- Decision support system

Truth about ERP

- Complex Technology
- Expensive
- Require a teamwork
- Consulting opportunities
- Anticipate opportunities and threats

ERP Journey ;- Go live is not the closing of ERP, but it at beginning of a journey.

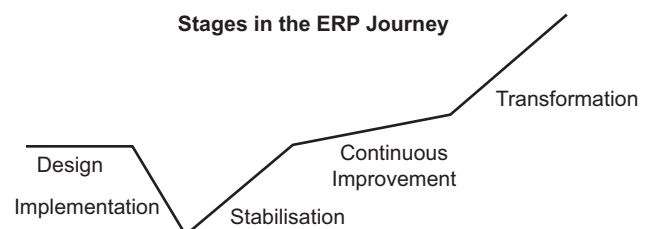


Fig. 2

While implementing the ERP the current business activities will be happening very slowly but at the

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stabilizing point the operational speed will improve and management will get up-to-date information from the system.

Stages in Implementation

While Implementing an ERP in Construction Company, it is better to follow the basic implementation Phases like,

- Project Initiation phase (Kick off meeting).
- Product training.
- Handholding Phase.
- Adoption /Transformation phase.

ERP Leader

- Preferably a Person of the rank not less than a Sr. Manager in Any Functional Stream (Finance, Marketing, Engineering or Admin)
- Preferably with Min 1 year experience in the organization
- Should be able to Coordinate to Arrange the users from various departments
- Should be able to coordinate to get the Data Requirements and Documents to the ERP Implementation Team
- Should be able to monitor and keep Deadlines mutually agreed for Data Design and Migration to ERP.
- Should be Able to Decide / Coordinate to Get the Decision from the Top management if anything required for Implementation method or plan changes.

ERP Coordinators (Department)

- Preferably Head of the Department (Person should be able to decide upon the department wise functional policies required for the ERP Implementation

- Preferably Person knowing the Past working Method of the Organization,
- Should be able to Provide with Sufficient Data and Details required during the Implementation
- Should be able to Coordinate and Arrange the users from corresponding Departments
- Should be able to monitor keep Module Deadlines mutually agreed for Data Design and Migration to ERP .

Types of data in ERP

Master Data and Transaction data are the data to be entered in the ERP. Master data means the data has to be entered once in the system. User can use the data while entering the transaction; it will reduce the repeated data entry in system. Transaction data refers the data derived from the routine activities.

Recommended Modules for Construction ERP

Cycle I

- Tender Bid management
- Estimation and Costing
- Purchase and Inventory
- Sub Contractor Billing

Cycle II

- Enquiry and Client Management

Cycle III

- HR and Salary Module
- Admin expenses
- Financial Accounting
- Management Information System and site connectivity

All the modules will be integrated to connected with the finance module like the below mentioned diagram. **(Fig. 3)**

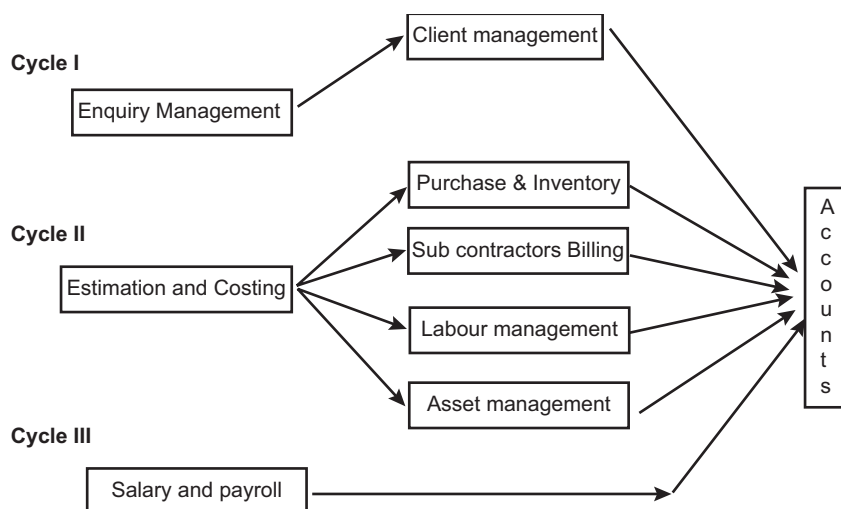


Fig. 3

Estimation and Costing

All the above modules except "Estimation and Costing" are available in leading ERPs. All the activities have to be based on project wise. Total work of a project has to be segregated based on the nature of work i.e., what we have to do? "Activities", second is where we have to do? That is the "location" of the work. This will be done through "Work break down structure". And estimation of MLES has to be done for each level of location. Three types of budget are possible in ERP Estimation and Costing,

1. Preliminary Estimate :- Analyse feasibility of project and market selling rate,
2. Rough estimate: - To arrive BOQ (Bill of Quantity) rate.
3. Base / Budget Estimate: - Estimate based on budget available.
4. In material estimation two types of activity flow should be there as mentioned below. The major cost of the project is material cost, so there should be proper control in that area.

Purchase and inventory

All the purchases will be done on the basis of PR (Purchase request), this will be linked with estimate while doing the PR the Qty will check with estimated Qty and will not allow to do PR for more than estimated Qty. In inventory material issue to the site will be crosschecked with the estimated Qty, these will bring the control in purchase and inventory management.

Sub Contractors Management

This is for giving the work to a contractor. While preparing a work order system will not allow entering the more than Qty estimated in Estimation module. Based on this WO the M Book (Measurement Book) and RA (Running Account) bill will be prepared.

Client Management

All sales activities are happening in this module. The output of this module receipt, this will be transferred to accounts module for posting.

Salary and Payroll

This is for accounting the salary and HR part of employees of the company.

Financial Accounting

This is the module connected with all the other modules for transferring financial data from the transactions.

- While creating a vendor, contractor, Inventory or a client system will open a ledger under the ledger group we have linked. This will help to reduce the time to create and maintain those ledgers.
- While entering the opening balance in other modules it will automatically update the corresponding ledger opening balance in financial accounting module.
- While entering the Bills, invoices and receipts in other modules, it will come automatically in finance module for posting to ledger.

Challenges in Implementation

- Employee resistance in data entry
- Lack of top level management support
- Cost factor for the underestimation of implementation time period
- Underestimation Implementation effort taken by employees
- Bugs and Errors in ERP software during live data entry
- Legacy data migration

How to overcome challenges

- Implementation schedule planning and time management
- Bug and error free ERP software
- Better training and motivation to employees and management
- Visualize and share the benefits of ERP to management and employees with case studies and reports generated from the system with trial data.
- Use systematic tools for data migration
- Plan and follow cost and time of implementation.

Implementation handing over and Go Live

Go live is the stage of transformation stage in implementation. This is the last stage in ERP Implementation. In this stage the ERP system will be fully adopted by the users and stop the parallel systems (if they have) of data entry.

INDIAN CARPET INDUSTRY'S PRODUCT OUTREACH AND FUTURE BUSINESS STRATEGIES

M Rashid Malik¹

Abstract

This paper is an attempt to find out the product wise major markets of carpet exports and also the strategies to be followed by the carpet enterprises to expand their businesses and reach out the global markets. The survey method was selected for this study. A structured questionnaire, containing both close and open ended questions was used for data collection. 65 carpet firms of Bhadohi District of Uttar Pradesh registered with All India Carpet Manufacture Association (AICMA) were surveyed. North America emerged as the major importer of Indian carpets followed by Europe. Dominant strategy to be followed by carpet enterprises was expansion through strengthening R & D and diversification of products, followed by additional investment, Expansion of sale network and increase in value added products.

Key words: Carpet Industry, Product Outreach, Business Strategies, Bhadohi, India.

Introduction

Carpet production in India is an age-old and well-established industry predominantly in the cottage sector. India's handmade carpets enjoy a worldwide reputation. Owing to export-led growth, the labour intensive carpet industry in India has emerged not only as major foreign exchange earner, but also as an important provider of employment (Sharma et al., 2000).

Carpets are categorised as a handicraft product. A handicraft is a hand-made product that is made by using simple tools and carpets form a considerable part of the handicraft industry. Carpet industry contributes to the national economy in several ways and provides employment to the rural poor and the economically backward sections of the society and helps in generating supplementary income for their families. Capital investment in this industry is meager. But the returns are immense in terms of foreign exchange (Bowonder et al., 2005). The strength of the industry is the small and medium sized exporters with tremendous export potential and the highly talented crafts persons who have been weaving intricate designs of exclusive floor coverings (Bowonder et al., 2005).

According to Srivastava and Goswami (2007) Indian handmade carpet industry occupies a significant position in the world handmade carpet industry in particular and the international floor covering trade in general. The country with a population backed by skill and inclination towards such craft activity has a strong potential for growth. Engaging in such activity produces gainful employment resulting in socio-economic growth. The process of production of Indian carpets is a four-tiered

system. It begins with the exporters and extends to contractors and the loom owners. The final step ends at the weavers. Most of the production in this industry is carried out on a contractual basis through intermediaries (Venkateswarlu et al., 2006).

Iran, China, India and Nepal are the key players in the global carpet trade. Other significant exporters include Turkey, Afghanistan, and Pakistan. America and Europe are the chief importers. New markets like South Africa, Latin America, Japan and Australia are also emerging for Indian carpet exports.

India with a geographical and cultural diversity possesses varieties of carpet manufactured across the country. The Indian carpet industry is a vibrant and has considerable potential for growth. However, lesser innovation techniques, outdated technology, labor law problems and lack of infrastructural facilities in some of the rural areas are the major hurdles which make Indian carpet industry less competent as compared to other carpet supplying countries. The demand for hand knotted carpets in the international market has declined due to changes in consumer tastes in favour of cheaper, less durable and modern design carpets, rather than more costly, longer lasting and traditional design carpets (Venkateswarlu et al., 2006).

Review of Literature

Singh (1979) described the organisation of the carpet industry in Bhadohi. He asserted that though it is a cottage industry, many characteristics of the capitalist system of production are manifest. While many Indian handicrafts succumbed to the challenges of technological modernisation, the carpet industry -one

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of the urban handicrafts has not only successfully withstood the onslaught of technological development but has flourished over the years. This is due to the adaptability that the industry has shown to new situations. The carpet industry of Bhadohi manufactures artistic floor carpets and rugs of fascinating designs, which are a big attraction in the foreign markets. The hand-knotted carpets of Bhadohi constitute 95 per cent of the total carpet export from India. Carpet manufacturing involves a good deal of specialization. The whole organisation opens up employment opportunities to a large number of workers, and represents a tightly knit nexus of inter-relationships among the people engaged in the industry at different levels. According to Das et al (1992) weavers in towns mainly depend on weaving for their livelihood, but in rural tracts agriculture is combined with weaving. Venkateshwarlu et al. (2006) discussed the recent development in the carpet industry. According to them the change in consumer tastes in the US and German markets have had an impact on the carpet industry in India. In these countries the consumer base expanded to the lower income groups from that of the upper middle income group and the demand for cheaper carpets has increased. Secondly, the traditional classic design of hand knotted Persian carpets was becoming unpopular, which were relatively more costly though more durable. Its place was taken by cheaper and less durable, modern design carpets. Consequently, demand for tufted carpets increased along with durries and Tibetan varieties. Change in consumer taste also accompanied the slump in the market. There has been a general decline in carpet exports despite the growth in the tufted variety. This slump is associated with hand knotted Persian carpets since it is high value and bought by the high income segment. They also analysed the slump in international market, there was a significant decline in the production and exports of hand knotted carpets particularly in the core carpet belt of Mirzapur-Bhadohi. The recent slump has affected all the sections involved in this business. Lack of demand has affected the traditional belt more than other areas. The labour force was affected because their real wages declined and stagnated. On the other hand, the profit margins of the entrepreneurs also declined severely. Darbanhosseiniamirkhiz et al (2011) argue that the hand woven carpet industry is a decentralized industry in which skills and methods have been passed on from one generation to another, mostly without being influenced by new technologies which may bring benefit to the industry. The industry needs to urgently adopt technology in every single steps of its value chain. At each step of the carpet production process, it is feasible to exploit the innovative process, instead of traditional costly and time consuming ones. These authors consider Computer Aided Design (CAD) as a feasible solution to

reduce initial costs of carpet production. It also provides design variety for carpets, which is essential for having a global product. Pandey (2011) analysed the impact of recession on carpet industry. Due to recession, export of carpets decreased. Decrease in the export orders of carpets has pushed carpet weavers and business community including sub-contractors, owners of dyeing plants, washing units to close down their businesses. He advises that carpet industry should think of diversification, more innovative products, cost-effective product line and technological advancements in the interest of weavers. D' Essence Consulting (2004) observed that carpet industry is presently going through a major change. Traditional markets are saturated while new markets are offering opportunities for growth. Modern designs and low end carpets like Hand-tufted carpets are attracting new customer base.

Statement of the Problem

Carpet industry is in transition phase as new products and markets are emerging. Old markets are getting saturated. Old products such as Handmade Persian Carpets which are costly are losing shine and new products such as Tufted Carpets are becoming popular in the international markets. Technologically industry is in need of adopting new methods and mechanisation of carpet weaving so that it can face competition squarely particularly from China which is giving tough competition with its high volume and low value machine made carpets in the international markets. Indian carpet industry to maintain its leadership status and to further strengthen its position in the handmade carpet segment and in other segments requires new strategies and policies in the globalised and liberalised era. The present paper is an attempt to suggest strategies for this sector to enhance the export competitiveness and increase the market share.

Research Questions

1. What are the products wise major markets of carpet exports?
2. What are the future business strategies of carpet exporters?

Objectives

1. To analyze the trend of exports in various categories of carpets in the major markets.
2. To find out the marketing strategies of carpet exporters' to expand the reach in the global markets.
3. To identify the future business strategies of carpet exporters.
4. To suggest the measures for enhancing the entrepreneurs' responsiveness to the new business environment.

Analysis and Findings

Exporters of carpet industry in Bhadohi District were chosen as the respondents for the study. Two Hundred and Nine exporters, who were registered with All India Carpet Manufacturers Association as on May 12, 2012, were selected as sample frame from carpet Industry. Data and opinions from exporters were collected through the distribution of structured questionnaires. Out of 209 exporters, 127 exporters were surveyed but a total of 65 (25.9%) responses were received. The reasons for not receiving the responses from 62 exporters were varied ranging from non-availability of the concerned person in spite of repeated attempts to non-responsiveness. Of the 65 respondents, 24 (36.9%) were proprietor/owner, 22(33.8%) were partner and 14 (21.5%) were managers. Remaining 7.8% respondents were Directors, Merchandiser and Export Executive.

Most of the carpet organizations (70.8) that we investigated were in urban areas of Bhadohi city and remaining 19 (29.2%) were in rural areas of Bhadohi District. (Table2).

Specific Region-wise export of Carpet Items

It may be observed from the Table 3 that most of the carpet organizations export their products to USA and Canada (64.6%), followed by Europe (56.9%) and Gulf countries (12.3%). Other prominent regions where carpet organizations export their products include South East Asia (12.3%), East Asia & China (9.2%), South Africa (6.2%) and Australia (12.3%).

Table - 1 : Region-wise export of Carpet Items

Regions	Number of Respondents	%
USA & Canada	42	64.6
Europe	37	56.9
Gulf Countries	8	12.3
South East Asia	3	4.6
East Asia & China	6	9.2
South Africa	4	6.2
Australia	8	12.3
Other countries	1	1.5
Total	109	

(Note: The total numbers of responses are greater than the total number of respondents because respondents chose more than one region where their products have been exported).

Region and Category-wise exports of carpet items

As shown in Figure 1, Majority of carpet items, Knotted (64.62%) and tufted carpets (64.62%) of Bhadohi is found to be exported to United States, followed by Europe (56.9%) and (44.6%) respectively. Carpet items such as Shaggy (27.7 %) and Durries (36.9%) are also mostly exported to United States, followed by Europe (24.6 %) and (30.8%) respectively. Other types of carpets which are also exported to USA & Canada and Europe include Jute Carpets, Jacquard and flat wear carpets. And other prominent regions where export is significant are Australia & New Zealand (12.3% of Knotted carpets, 6.2% of Tufted carpets, 10.8 % of Shaggy, 9.2% of Durries and 1.5% of Other carpets) and Gulf countries with percentage share of 12.3% of Knotted carpets, 10.8% of Tufted carpets, 7.7 % of Shaggy, 7.7% of Durries and 1.5% of Other carpets. Other countries comprises of Scandinavian countries whose share is very low.

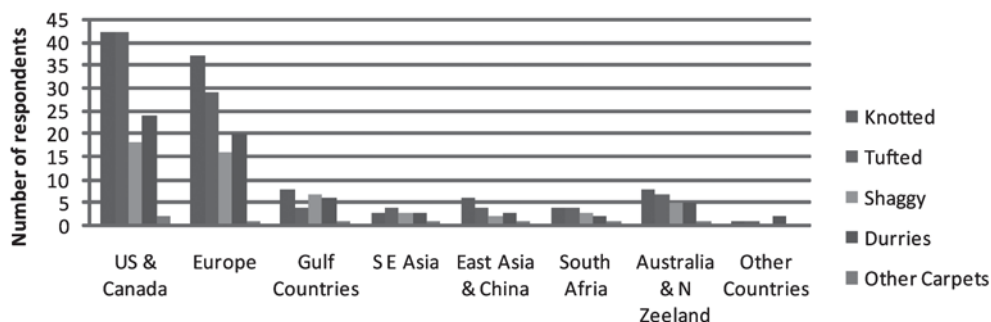


Fig. 1 : Regions & Categorywise Exports

Marketing Strategies adopted by the Carpet Exporters

We tried to find out the strategies followed by the exporters to expand the reach in the global markets, the respondent indicated that they send the samples followed by market survey and identification and expansion of sales channels and some of the exporters establish their representative offices in foreign markets (Figure 2).

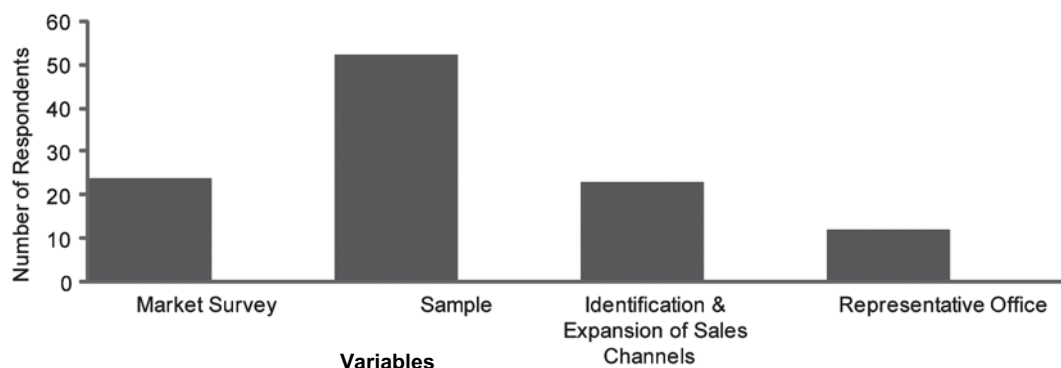


Fig. 2 : Market Strategies

Future business plan of carpet exporters

In response to a question regarding the future business plan, 80% respondents indicated that they are in the mode of expansion of their business, while the strategic intention of 18.5% respondents was to maintain status quo of their business for the time being and remaining 1.5% wanted to reduce their business size (Table 4).

Table - 2 : Directions of exporters’ future business plan

Variable	Frequency	Percentage
Expansion	52	80.0
Status Quo	12	18.5
Downsizing	1	1.5
Total	65	100.0

Further, respondents who were in favor of expansion of their business in future were asked to indicate specific business strategies to be followed by their organizations to expand the business. Respondents choose different business strategies as shown in Figure 3. 51% respondents were in favour of strengthening R & D and diversification of products each, followed by additional investment, Expansion of sale network and increase in value added products (such as hand knotted by those who were exporting Durries or tufted carpets) by 49%, 40% and 37% respondents respectively.

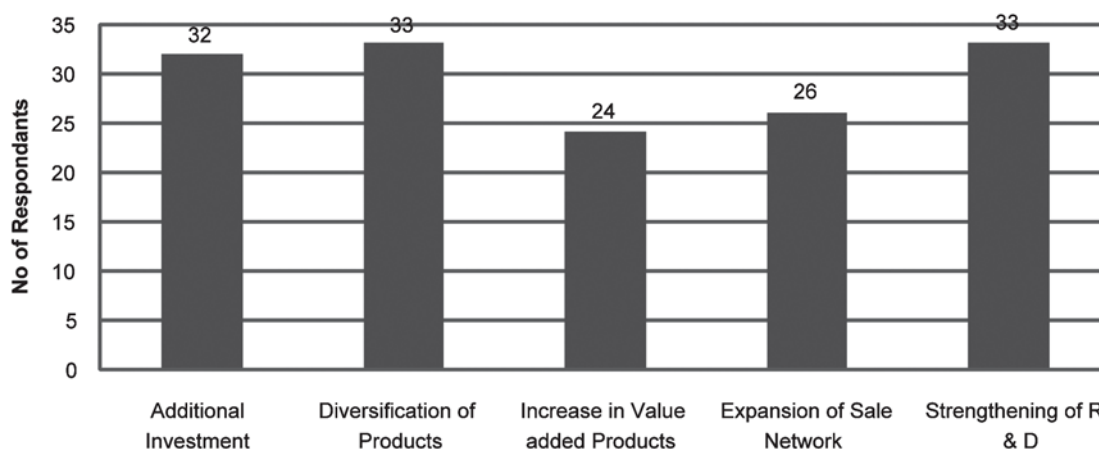


Fig. 3 : Future Business Strategies

(Note: Overall percentage of responses is greater than 100 per cent because respondents chose more than one option).

Conclusion and Suggestions

Though the US and Europe continues to be the biggest market for Indian carpet exports but new markets such as Australia, New Zealand and Gulf countries are also emerging. Category wise knotted and tufted carpet dominate the exports from Bhadohi to the world market but export of Shaggy carpet in the low end is also getting momentum from this region.

A dynamic system of technological innovation, a well-developed infrastructure and a skilled labor force support a country's international competitiveness. It is imperative that the government should provide support with respect to timely and adequate supply of quality inputs, market access, affordable credit facilities, and infrastructural development. For improving the competitive strength and commercial viability of small-scale units in the carpet industry in the changing context, substantial improvement is needed in technology, such as mechanisation of carpet manufacturing, organisation and information flow.

There is a need to reduce the cost of the carpet products to make export competitive in the international market. As the price cannot be increased in this competitive market, but the cost can be minimized which will increase the profitability of the exporters. Mechanisation of carpet manufacturing can reduce the manufacturing cost. Mechanisation of carpet industry will save it from fierce competition from China which is selling machine made carpets at lower prices in international markets. Accurate and timely information on, for example, market opportunities, financial assistance, and access to technology is crucial for carpet enterprises to compete and grow in a competitive market environment. Building capacity, reducing transaction costs, and facilitating trade and investment are all directly related to improving the capacity of carpet enterprises to exploit export market opportunities. In a knowledge based economy, application of Information and Communication Technology (ICT) specially E-commerce will be great leveler for small scale entrepreneurs. E-Commerce presents small exporters with the opportunity to compensate for their traditional weakness in areas such as access to new export markets and compete with larger firms. E-commerce may be used to better gather and compile market intelligence regarding general customers, suppliers and competitors. Carpet enterprises will be able to use the medium not just to promote existing products but also to identify and provide greater customization of products. Therefore, E-commerce will enable carpet enterprises to be more responsive to and interact with customer needs. In addition, E-commerce will allow them to be better focused in their customer communications; to realize cost reductions in inventories, as well as in advertising

and product promotion. By embarking on market intelligence, the industry will be better able to understand the needs and wants in the marketplace. Such understanding will assist in delivering superior design carpets to customers, compared to what their competitors are able to do. This in turn will increase customer retention rate. Prior research (Reicheld, 1993; Ndubisi, 2003) has shown that it is far cheaper to serve an existing (loyal) customer than to attract and serve a new one.

In order to fully participate in the process of liberalisation carpet entrepreneurs must develop capacities that will enable them to be more competitive in global markets. This will involve building upon the advantages possessed by them –entrepreneurial spirit, flexibility, resourcefulness, and an ability to identify business opportunities and market niches based upon their unique products. Carpet exporters should expand their business, strengthen the R & D and diversify the products. Expansion of sales network to meet the demand of international market is also required on the part of carpet exporters. Because of the vital role carpet sector play in job creation, the government should provide the necessary financial support and undertaking various initiatives to achieve its growth. Government's sound policies support competitiveness in the manufacturing process of any industry.

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FINANCIAL INCLUSION – THE CURRENT SCENARIO AND WAY FORWARD APPROACH

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Introduction

Access to financial and banking system by the poor and economically weaker sections of people is a prerequisite for poverty alleviation and social cohesion. This has to become an integral part of our efforts to promote inclusive growth. In fact, providing access to finance is a form of empowerment of the vulnerable sections of people.

The term financial inclusion denotes delivery of financial services at an affordable cost / price to the vast sections of the disadvantaged and low-income groups. The various financial services include credit, savings, insurance and payments and remittance facilities. The objective of financial inclusion is to extend the scope of activities of the organized financial system to include within its ambit people with low incomes. Through graduated credit, the attempt must be to lift the poor from one level to another so that they come out of poverty.

Rationale for the Study

Inclusive Growth: Supply Side

There are supply side and demand side factors driving Inclusive Growth. Banks largely are expected to mitigate the supply side processes that prevent poor and disadvantaged social groups from gaining access to the financial system. Despite the risk, financing of first time entrepreneurs is a must for financial inclusion and growth.

Inclusive Growth: Demand Side

Apart from the supply side factors, demand side factors, such as lower income and/or asset holdings also have a significant bearing on financial inclusion. Owing to difficulties in accessing formal sources of credit, poor individuals and small and macro enterprises usually rely on their personal savings or internal sources to invest in health, education, housing, and entrepreneurial activities to make use of growth opportunities.

Objectives of the Study

Government of India's Eleventh Five Year Plan (2007-12) envisions inclusive growth as a key objective. The Plan document notes that the economic growth has failed to be sufficiently inclusive particularly after the mid-1990s. The Indian economy, though achieved a high

growth momentum during 2003-04 to 2007-08, could not bring down unemployment and poverty to tolerable levels. Further, a vast majority of the population remained outside the ambit of basic health and education facilities. Thus, the Eleventh Plan Document tries to restructure the policies in order to make the growth faster, broad-based and inclusive by reducing the fragmentation of the society. It clearly stated that 'The development of rural India is an imperative for inclusive and equitable growth and to unlock huge potential of the population that is presently trapped in poverty with its associated deprivations' (Gol, 2007). Huge investments in education and health, and rural infrastructure were the key elements of the inclusive growth strategy as envisaged.

The core aim of the policy's aim is to increase the income of individual and employment opportunities on the one hand and on the other it tries to fund the growth engine programs, which are capable of making the growth more inclusive.

Review of Literature

RBI - proposed financial inclusion based on the business facilitators/ business correspondent model, adapting the Brazilian success story in India. In 2005, efforts were made enabling banking services to reach the rural areas through credit facilities. While the banking network started expanding in the rural areas, there were still a majority of the population in rural areas without having access to banking services. The reasons behind these are: declining productivity of the rural branches of SCBs, digression of RRBs from their social objective of reaching out to the masses and the fragility of the cooperative credit structure. The report also identified supply and demand side reasons for the lack of penetration of banking services in the rural areas. The report mainly focused on further acceleration of efficient and effective delivery of credit to the rural farm and non-farm sectors and in order to achieve this, the suggestions provided by the committee in the report were broadly based on the three models such as business facilitator model, business correspondent model and microfinance model.

RBI (2014), "*Report on comprehensive financial services for small businesses and low income households*" (Chairman: Dr. N. Mor).

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This is a case study that discusses the rationale, origin, operating procedures, performance and replicability of an exclusive branch of Indian Bank at Chennai that dealt only with SHGs for easy and timely credit and financial services for urban poor. The paper has stressed on the strong need to establish exclusive bank branches for SHGs to develop microfinance.

Ref: *Bi-annual Journal of the Asian School of Business Management, vol V, Issue I (2012)*

Exclusive Banking for Financial Inclusion: A case study on Indian Bank's microfinance initiative - BhartiNisha

Development Research Project (2013) attempted to understand the financial needs of poor in long-term and short-term by exploring, how surplus fund is used to meet short-term, long-term and emergency requirements to develop strategies for financial inclusion and designing financial products. The rural households follow their own strategies of cash management for their daily expenditure and thereby taking advantage of this, several informal financial institutions and instruments are serving this section of society. In this context, the report examines 107 households of Ernakulum district in Kerala, as was suggested by the RBI. The aim of the study was to understand the nature of the cash flows and outflows of a sample of poor households in the district. The project also analysed the cash flow management strategies of the poor households. Further assessment was done to analyse the structure of the financial assets and liabilities of the poor households. The project focuses on the saving patterns of the poor households and also examined factors responsible for the extent of dependence of the poor on formal and informal financial instruments / institutions for savings and credit. Two methods were used in this project for collecting data. First, sample of poor household using questionnaire and keeping a track using financial diary method of the same sample. Second, the analysis provided emphasis on rural and urban classifications to give an overall picture of sample households. Further, the analysis captured broad category information of households with more details.

CRISIL (2013) Measured the extent of financial inclusion in India in the form of an index. It makes use of the non-monetary aggregates for calculating financial inclusion. The parameters used by the CRISIL inclusix took into account the number of individuals having access to various financial services rather than focusing on the loan amount. The three parameters of the index were branch, deposit and credit penetration. These parameters were updated annually and based on the availability of data, additional services such as insurance and microfinance were added.

One in two Indians as a savings account and only one in seven Indians has access to banking credit, CRISIL,

inclusix at an all India level stood at a relatively low level of 40.1 for 2011 (in a scale of 100). In short, CRISIL, gave ground level information regarding the progress of financial inclusion in the country's rural and also in urban areas.

Ref: CRISIL Research report on financial sector reforms and inclusions – Year 2013.

Research Methodology

The study is descriptive in nature and relies on secondary sources of information. Relevant diagrams and charts have also been employed to facilitate easy comprehension. The analysis is done based on the data from various sources like India's policy implementation organizations like RBI, planning commission of India and banking institutions.

Results and Discussions

Government of India's core objective is to gain the inclusive growth through implementation of Five year plans and economic policies for the better of economic growth and increasing income of individuals. The primary stakeholders are in the financial inclusion : Government, RBI, Commercial banks, NBFCs, non-profit organizations and at village level, village influencers, and the common man. While the GOI and the RBI can provide some direction and strategic guidance, the last mile success hinges on banks and people with non-profit organisations and village influencers acting as key intermediaries.

Commercial banks generally view the financial inclusion model as social service and not a profitable proposition that increases their customer base or the deposits. As per the RBI directives, the process of reaching out to any area by the bank with population greater than 2,000 becomes another barrier as such low numbers combined with minimal 8-10 transactions in kiosks and 30-40 transactions in Ultra Small Branches (USBs) per day makes this model non-profitable for the banks. An additional cap on the value of transactions not exceeding Rs. 10,000 and amount of liquidity maintained at these branches to be not more than Rs. 10,000 makes the model less scalable. The BCs (federations/individuals) earn inadequate amount per transaction, there being an upper limit of Rs. 12 per transaction to be earned by Federation run kiosks. All these factors along with the high operational costs in terms of land rent, internet, electricity, operator salaries, etc. allow these branches to merely breakeven.

The role of intermediaries such as Business Correspondents (BCs) and Federations of Self Help Groups (SHGs) are considered to be very important for increasing the extent of financial inclusion in rural areas. However, the insights of the field visits (Annex 1) show that their effectiveness is limited by the following concerns:

Lack of suitability of retired personnel as BCs

A lack of enthusiasm was observed among retired personnel for the idea of working as BCs. They feared that their independence would be curtailed if they were to take up the BC role and so they recommended involving working professionals. This led us to believe that existing school teachers would be able to better facilitate this process given the influence they wield in the everyday life of local residents.

Low transaction limits for Ultra Small Branches (USBs)

Prior to the announcement by the Prime Minister on August 15, 2014, the maximum rupee value of transactions permissible for USBs had been fixed at Rs. 5,000. The low transaction limit made it inconvenient for local citizens and the banker.

Preference for a brick and mortar branch

In the field visit, it was revealed that a large segment of the population was not comfortable with salesman like BC and preferred a brick and mortar branch for banking.

Role of Post Office

By access to financial services, it is implied that people should have access to not only a bank account but also affordable credit facilities to conduct their businesses and insurance facilities to have financial security in case of troubles in the family. Alongside this, also lies covering the need for financial literacy where individuals are aware of and have information about various financial products and an understanding of pros and cons of investing their hard earned money in these products. With respect to India, the problem presents a gigantic task at hand due to a large population of 1.3 billion where nearly 58 percent of the people not having access to banking services and this number is growing at a rapid pace with the high population growth rate. The low level of literacy and vast span of the country (inaccessible villages) adds to the scale of the problem for any workable solution to be implemented. This has led to creation of multiple solutions by various departments of GOI, which may cause duplication of efforts and repeat coverage of the same segment of population. Thus, there is a need for developing solution to the problem based on utilizing the synergy between existing resources and providing an implantable and sustainable solution.

The existing extensive network of India Post Offices can be targeted by utilizing it as an alternative banking solution for the unbanked people especially on product and service delivery aspects. In this context, current banking facilities available for people at post offices have been explored and also their capabilities have been observed for the cause of financial inclusion at minimum cost and maximum synergies. In India, there are nearly

1,54,856 post offices as of, 2013, with nearly ninety percent in rural areas which can be utilized to extend financial inclusion.

Table - 1 : Total Number of Post Office outlets at India

Year	Rural	Urban
2008-2009	1,39,144	15,871
2009-2010	1,39,182	15,797
2010-2011	1,39,040	15,826
2011-2012	1,39,086	15,736
2012-2013	1,39,164	15,692

Source of Data: INDIA Post

Hence, the post offices and their capabilities can work as an alternative banking solution for the better improvement of financial inclusion. Capabilities of post office imply the space available in the post office, capacity of the post office to handle cash balances and qualifications and knowledge level of the post office employees for basic financial services. Further, different scales of post offices from sub-office to branch office and from urban to rural post offices can be covered.

Role of Technology in Financial Inclusion:

The development of innovative technology in banking is realizing that the poor are bankable with good business prospects, financial inclusion initiatives will strengthen financial deepening further and provide resources to the banks to expand credit delivery. The banking technology initiatives meant for financial inclusion should be collaborative and innovative with an objective to reduce the cost of per transaction. Thus, financial inclusion along with the Governmental developmental programs (NREGS) will lead to an overall financial and economic development in our country and as in the case for most developing countries, extending the banking services to everyone in the country will be the key driver towards an inclusive growth and converting non-banking crowd to common financial back-bone of the country.

The technology has started playing a very important role in financial inclusion and Indian banks are using all the avenues available to increase their reach and penetration. The wide array of technology products which have hit the market and leading the financial inclusion activities of banks are, Core banking, Internet Banking, NEFT (National Electronic Fund Transfer), RTGS (Real Time Gross Settlement) and one of the core technologies that has made the banking system much easier with respect to product and services delivery is the "Automated Teller Machines (ATM)". It helps the banks reduced the number of customers visiting banks for withdrawal and deposit of cash and cheques on daily basis. Also the ATMs are

started providing some other services like 'Mobile Phone Talk time recharge', insurance premium payment, Utility services bills payment and IMPS (Interbank Mobile Payment System). The following statistics provides the distribution of ATM availability in rural and urban India.

Table - 2 : ATM Services available area at India

Banks	Metro Centers	Urban Centers	Semi - CentersUrban	Rural Centers
Public Sector Banks	26,767	35,093	32,994	21,810
Private Sector Banks	19,163	14,535	11,394	3,982
Foreign Banks	903	201	20	32
Total	46,833	49,829	44,408	25,792
Public Sector Banks	21,366	24,469	20,412	9,645
Private Sector Banks	18,115	13,742	9,664	3,190
Foreign Banks	968	228	20	28
Total	42,226	40,884	33,015	13,700

Source: RBI

Cash Deposit Machines (CDMs)

These are the machines, which take cash deposits from customers and update the status of their deposit in real time. These machines are currently present only in the bank branch premises of few banks in cities.

Hand held devices

These are devices which are used to identify user accounts usually through a card and biometric identifier. These devices update the deposit and withdrawal information in the servers. The Handheld devices either operate through uses of mobile data networks or through the Local Area Network (LAN) connection.

Internet Banking/ Mobile Banking

Bank account holders can use their accounts using internet banking and mobile banking to transfer money to different accounts and pay their bills.

Payment Banks

RBI (2014a) has come up with the concept of Payment Banks. Non Banking Financial Companies (NBFCs), mobile companies, corporate BCs, public sector entities, current Payment Protection Insurance (PPI) providers etc. can register and set up payment banks.

Restricted to a maximum of Rs. 100,000 per customer, the payment banks will be allowed to accept current and saving deposits. While the primary purpose of these accounts is to effect low cost remittance services, the holder will be eligible for interest income on these accounts. While the payment banks cannot lend unlike banks they can however act as Business Correspondent for banks and lend on their behalf. Thus, the primary source of income for payment banks would be the interest they earn by depositing the customer money in Government Securities as directed by RBI. They would also have access to interbank call money market to sort

out any liquidity issues. Payment Banks are essentially exposed to operational and limited market risks (investments are held till maturity) and no credit risks (no lending allowed), while a minimum CAR of 15 percent and a net worth of Rs. 100 crore is required to be maintained.

Given that the payment banks are not allowed to directly lend, the profits would essentially be derived from transaction fees (which will be small due to competition) and the Net Interest Margin. While theoretically, this looks an interesting opportunity, how the firms face the ground level challenges will be important. Firms will need to find answers to challenging issues of thin profit margins, interoperability, technical limitations and regulations.

Thus, with the use of the available technologies, it is being looked upon as a great enabler for financial inclusion and technology vendors have justified this faith by providing cutting edge technology solutions. Biometric enabled and multi-lingual hand-held terminals, backend infrastructure integration with Aadhar, NREGA and pension payments transfers to the bank accounts etc. substantiate the success of technology.

Payment Platform:

The revolutionized payment service platform products like NEFT & RTGS implementation, through its apex body of RBI "The National Payments Corporation of India (NPCI)" has developed a innovative product like IMPS platform primarily to facilitate real time inter-bank transfer of funds using mobile phones. Now it has adopted by most of the banking companies at India and 7 Prepaid Payment Instrument Issuer (PPI) as its members. Using IMPS, individuals can transfer money across various mobile banking channels. IMPS can be used for remittances and commercial transactions in following different ways

Table - 3 : Progress of financial inclusion – Banks & RRBs

S.No	Descriptions	Year – March 2010	Year – March 2014
1	Banking Outlets in Villages - Branches	33,378	46,126
2	Banking Outlets in Villages - Branchless Mode	34,316	3,37,678
3	Banking Outlets in Villages Total	67,694	3,83,804
4	Urban Locations covered through BCs	447	60,730
5	Basic Savings Bank Deposit A/c through branches (No. in million)	60.2	126.0
	Basic Savings Bank Deposit A/c through branches (Amt. in billion)	44.3	273.3
6	Basic Savings Bank Deposit Accounts Total (No. in million)	73.5	243.0
7	Basic Savings Bank Deposit Accounts Total (Amt. in billion)	55.0	312.3

Source: RBI Annual Report 2013-14

Other measures by RBI & Govt of India:

To increasing the level of financial inclusion, the Government of India and Reserve Bank of India have taken few decisions, which include:

- Nationalization of banks (1969)
- Priority Sector Lending requirements (Mandatory for all Banks)
- Establishment of Regional Rural Banks (RRBs)
- To empower women and promote small trade through Self help group and bank linkage program (1989)
- National bank for agriculture and Rural development

Conclusion & Recommendations

Despite 67 years as an independent nation, India is still lagging behind in the process of providing financial services to the masses with nearly half the households remaining unbanked, and nearly ninety percent villages not having bank branches. More importantly, people in these unbanked areas do not fully appreciate why they need a bank account at all, or why loans from the formal sector are more useful than the informal sector. The advantages of a financially inclusive model are many-fold. Illustratively, unbanked and underprivileged could receive appropriate and timely payments for social benefit and employment schemes through the Direct Cash Transfer program.

The government and Reserve Bank of India have been making concerted efforts since mid 1950's and with renewed vigor since 2005 but success has been rather slow, due to lack of a strong network, and financial instruments not suited to rural residents. Moreover, lack of awareness and financial literacy among rural population are primarily responsible for low penetration of financial services. More incentives for the BCs, utilizing existing network for banking such as post offices, creating awareness for the use of banking technologies as well as mobile phones etc. will help in creating a big difference in the economy.

The proposed solutions, which target the above issues and suggest a way forward approach for sustainable way to financial inclusions and overall, inclusive growth are given below:

1. Methods of financial literacy need to be changed from distributing printed literature to audio and visual media such as radio and TV programs, especially in local languages.
 2. Financial literacy needs to be given importance in schools, and student small saving programs, where bankers visit schools and collect small deposits, need to be revived.
 3. Once banking extension counters are offered at the post offices, and then fresh opening of accounts in existing postal banking schemes can be discontinued, with a forward-looking approach for banks to spearhead the financial inclusion process, through deposit mobilization.
- Training and Financial Literacy:**
- There could be regular interactive training workshops organized in the post offices or fair price shops or gram panchayat offices on financial products suited to the local population.
4. Targeted advertisement campaigns should be devised for mass media and locally effective media. Government agencies should actively participate in these campaigns that communicate mobile banking to be user friendly and safe.

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A STUDY ON RE-POSITIONING OF MODERN RETAIL MALLS IN INDIA WITH RESPECTS TO GREEN BUILDINGS

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Abstract

The paper is based on the opportunities prevailing in how green building will help Re-positioning of Retail-Malls in Indian market. In India the green building movement has been pioneered by the CII (Confederation of Indian industry) which set up the IGBC (Indian green building Council). Indian's Green Buildings momentum is slowly gaining attraction with companies like Wipro, ITC Godrej and GBC Techno polis. Key benefits for the occupants include energy & water conservation, higher productivity levels, healthy living & recycling of effluents. The Indian retail sector will continue to expand at a fast clip, with the number of malls in the country likely to swell to 280 in 2011-12 from 190 at present, The condition to put at least 50% of total FDI in back-end infrastructure within three years of the induction of FDI will also help improve the infrastructure and its efficiency, We need better technology and efficient mechanism. A Green building is one which incorporates several Green features, such as Effective use of existing landscapes, Energy efficient and Eco-friendly equipment & Use of recycled and Environmental friendly Building materials. Benefits of green buildings, for instance,. This paper recommends spotlight on re-positioning of malls to green buildings for an accelerated growth, this green building can be an era of environment sustainability and healthy living.

Key words: Green Buildings, CII, FDI, Retail, Re-Positions, Malls, Spotlights, Eco-Friendly, IGBC, etc.

Introduction:

Retailing in India is one of the pillars of its economy and accounts for 14 to 15 percent of its GDP. The Indian retail market is estimated to be US\$ 450 billion and one of the top five retail markets in the world by economic value. India is one of the fastest growing retail markets in the world, with 1.2 billion people.

As of 2013, India's retailing industry was essentially owner manned small shops. In 2010, larger format convenience stores and supermarkets accounted for about 4% of the industry, and these were present only in large urban centers.

India's retail and logistics industry employs about 40 million Indians 3.3% of Indian population.

Organized retailing, in India, refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the publicly traded supermarkets, corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses. unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local corner shops, owner manned general stores, paan beedi shops, convenience stores, hand cart and pavement vendors, Organized retailing was absent in most rural and small towns of India in 2010. Supermarkets and similar organized retail accounted for just 4% of the market.

The Green Building movement was pioneered in Great Britain with the rating system called BREEAM, which was first launched in 1990. This system was later adopted in the United States when the U.S. Green Building Council was formed.

Leadership in Energy and Environmental Design (LEED) was loosely adopted from the BREEAM system and came into existence sometime in March 2000.

Objective of Paper:

Modern retailing formats in retail sector in India are becoming popular now a day. This is the sector which shows the maximum potential yet to be explored because, still 97-98% of total retail Industry lies with unorganized sector. The domestic retail market is expected to grow from \$330 billion to \$640 billion by 2015. It means yet domestic as well as international organized retailers have the unexplored potential in Indian economy. Yet modern retailing is going through transition in India,

Upcoming modern formats have to face a very tough competition from traditional formats.

Keeping in view this fact the paper focuses on the following objectives:

1. To understand the evolution of retail sector in India
2. To study the popular retail formats
3. To study the emerging retail trends in India

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4. To study the Green buildings factors having impact on growth of organized retail sector
5. To study the future Green building prospects of organized retail sector in India.

Evolution of Retail in India:

While barter would be considered to be the oldest form of retail trade. Since independence retail in India has evolved to support the unique needs of our country, given its size and complexity". *Haats, Mandis* and *Melas* have always been a part of the Indian landscape. They still continue to be present in most parts of the country and bring all essential part of the life and trade in various areas. The origins of retailing in India can be traced back to the emergence of Kirana stores and mom-and-pop stores. These stores used to cater to the local people. The economy began to open up in the 1980s resulting in the change of retailing. The first few companies to come up with retail chains were in textile sector, for example, Bombay Dyeing, S Kumar's, Raymond's, etc. Later Titan launched retail showrooms in the organized retail sector. With the passage of time new entrants moved on from manufacturing to pure retailing. The evolution of the sector includes the continuous improvement in the supply chain management, distribution channels, technology, back-end operations, etc. this would finally lead to more of consolidation, mergers and acquisitions and huge investments. India's retail market is expected to grow tremendously in next few years. India shows US\$330 billion retail market that is expected to grow 10% a year, with modern retailing just beginning.

Retail formats in India:

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

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.

Discount stores: these are factory outlets that give discount on the MRP.

Category killers: 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 is a couple of example.

Trends in the Retail industry

Emergence of organized retail: Real estate development in the country, for example, the construction of mega malls and shopping malls, is augmenting the growth of the organized retail business.

Spending capacity of youth of India: India has a large youth population, which is a conducive environment to growth of this sector.

Raising incomes and purchasing power: The per capita income in India has doubled between 2000-01 and 2009-10 resulting in improved purchasing power.

Changing mindset of customers: The customer mind set is gradually shifting from low price to better convenience, high value and a better shopping experience.

Easy customer credit: Emergence of concepts such as quick and easy loans, EMIs, loan through credit cards, has made purchasing possible for Indian consumers, for products such as consumer durables.

Higher brand consciousness: There is high brand consciousness among the youth; 60% of India's population is below the age of 30 leading to popularization of brands and products.

Growth of Retail in India:

India in 1997 allowed foreign direct investment (FDI) in cash and carry wholesale. Then, it required government approval. The approval requirement was relaxed, and automatic permission was granted in 2006. Indian retail attracted about \$1.8 billion in foreign direct investment, representing a very small 1.5% of total investment flow into India. Single brand retailing attracted 94 proposals between 2006 and 2010, of which 57 were approved and implemented. For a country of 1.23 billion people, this is a very small number.

Retail Repositioning Strategies:

Corst jens and Doyle [1989] discuss about retail repositioning strategies. They say that Repositioning is essential to maintain competitiveness in a rapidly changing environment. A retailer's existing positioning base is continuously diluted by maturing markets and aggressive competitors. According to them, there are three types of repositioning strategies-Zero, gradual and radical. In zero repositioning, despite changing environment, focus is on the original target segment and competitive advantage. This retailer may soon close down as the gap between customers wants and his offers gets large. The second type of repositioning is small, gradual and a natural evolution into new merchandise, higher assortments or new methods of presentation. The third type of repositioning is radical – a shift into new types of stores, merchandise or a total re-presentation of the stores.

Recognizing the Need to Reposition:

A first possible explanatory model for the need to reposition is suggested by the "Wheel of Retailing". This theory posits that new retail formats tend to emerge as

low-margin and low-price strategy operators and to gradually trade up by extending their product offer and enhancing their service levels and establishments. With escalating cost structures and selling prices, these retailers eventually become vulnerable to new market entrants. Accordingly, to the Wheel of Retailing would suggest that retail brands follow a pattern of repositioning towards a more upscale image, characterized by higher prices, more elaborate facilities and merchandising, and higher prices. The Wheel of Retailing has been the object of much debate in the marketing literature and numerous nonconforming examples have been identified. Furthermore, the Wheel of Retailing does not account for examples of retailers who do not follow this pattern or enter the market with an upscale positioning. Since it is essentially a post-hoc observation of the evolution of retailing formats, such basic questions of when and how retail malls should be repositioned. As a response to a dynamic environment, repositioning can perhaps be better understood under the umbrella of change management. A Day asserts that triggers for change emerge from the opposition of two forces: Internal forces within the firm, that breed an inward focus, and external forces defined by the evolution of markets, technology and competition — that erode the firm's position. The need for change also occurs when consumers' and marketers' perceptions regarding the brand position differ when a discrepancy between brand image and brand identity arises. When such a gap exists, or when the brand positioning no longer corresponds to the evolution of market forces, the firm's brand equity the market-based assets tied to consumers' brand awareness and image is threatened. If not addressed, this situation could contribute to organizational decline. Indeed, failure to recognize the need for redirection or inappropriate response may send the organization through a downward spiral as the situation evolves into a crisis. With little time to respond, the firm will typically adopt an expensive program with an inappropriate short-term orientation. When repositioning occurs at this stage, it is likely to be part of a turnaround strategy aiming to reverse the firm's deteriorated financial situation and to rebuild its activities. However, early recognition of the need for change enables the firm to take incremental steps toward redirection and to avoid the downward spiral of organizational decline.

Green Buildings in India:

India has seen strong economic growth in recent years. In 2007, its gross domestic product was US\$1.1 trillion on a nominal basis, though on a purchasing power basis, it was the fourth largest economy in the world at \$4.7 trillion (IMF, 2008). As the fourth largest energy consumer in 2009, India emitted 1,539.1 Mt of carbon emissions in 2009 or 4.94% of the global total that year (BP

Statistics, 2010). Construction Industry in India is one of the rapidly growing sectors and contributes significantly to the Nation's economy.

The sector contributes to 10% of India's GDP. Indian construction sector is growing at a rate of 9.2% as against the world average of 5.5%. The sector is likely to record higher growth in the coming years. In 2005, this sector consumed 169 million or 47% of the total final energy use, compared to the next largest sector, the industrial sector, which consumed 28% of the total. Residential buildings accounted for the share (93%) of the total building energy use the same year (IEA, 2007).

Green Building Movement and facilitate in India emerging as one of the world leaders in green buildings by 2010. Air conditioning and lighting are the top two energy end users within the buildings sector. Studies have indicated that energy efficient lighting, air conditioning and electrical systems could save about 20% of the energy used in existing buildings.

In 2009, the Indian Green Building Council (IGBC) is actively promoting green buildings in India. As a part of the Confederation of Indian Industry, IGBC is comprised of construction companies, architects, product manufacturers and research institutions. Similar to the Leadership in Energy and Environmental design (LEED) rating system, developed by the U.S. Green Building Council (USGBC).

Green Buildings Scenario in India:

In India, this movement was adopted by the Confederation of Indian Industry (CII) in the early part of this decade. They formed the Indian Green Building Council, which is actively involved in promoting the green building concept in India.

The LEED green building rating system is a nationally and internationally accepted benchmark for the design, construction and operation of high performance green buildings. It promotes a whole-building approach to sustainability by recognizing performance in key areas:

- Sustainable sites
- Water efficiency
- Energy efficiency and renewable energy
- Conservation of materials and resources
- Indoor environmental quality
- Regional Priority

Why is Sustainable Building Relevant in India?

There is no debating that the human race is growing faster than the planet earth can sustain. This unsustainable growth is clearly causing certain environmental changes that need to be reversed, or at the very least, slowed down. Now, there are many different

things we can do to correct our ways and minimize environmental degradation. However, green buildings seem to be the lowest hanging fruit in this quest to achieve sustainable growth. Buildings are responsible for a large portion of our emissions, yet green buildings are easy to design and build. Additionally, green buildings do not cost much more to build than non-green buildings, and they are not prone to political disagreement, unlike other clean development measures. This makes green building a very attractive option for governments to pursue. The global environmental factors aside, India is a large country with a large population and big problems. It is practically impossible for even the most efficient government machinery to supply water and electricity for 1.3 billion people. Aside from that, they cannot manage the waste generated by the people and these processes at no additional cost. We are a water-deficient country and the energy crisis seems to be perennial in nature. Moreover, the unsustainable energy and water policies are not helping the cause. Hence, it's only common sense to insulate oneself from the resource crunch and strive toward self-sufficiency and smarter living. This realization has contributed immensely to the growth and promotion of green building. Apart from that, green buildings offer the developers, builders and architect an opportunity to avoid lack of differentiation in their projects. Green building has become the "something new" that has not been done before.

Green Building Features:

- Effective use of existing landscapes.
- Use of energy efficient and Eco-friendly equipment.
- Use of recycled and Environmental friendly Building materials.
- Indoor air quality for human safety and comfort.
- Efficient use of water.
- Use of Non-Toxic & recycled materials.
- Use of renewable energy
- Effective controls and building management system

What constitutes a Green Buildings?

a) Sustainable Site:

- Use nature effectively
- Take steps to prevent loss of soil, either by wind/facility.
- Select the site close to Local transport facility.

b) Water use efficiency:

- Capture storm water from impervious areas of the building for ground water re-charge or reuse.
- Do not use potable water for landscape irrigation. Use recycled water/storm water.
- Install moisture denser on plants for water conservation.

- Use recycled water for NVAC system.
- Use recycled water for toilet flushing.
- Use ultra high efficiency water fittings and controls.
- Monitor water consumption through on-line controls.

c) Energy efficient and eco-friendly equipment:

- Design orientation of the building to get maximum day-lighting.
- Use Green roof and Green wall to avoid heat gain into the building
- Adopt spectrally natural glass materials such that it reduces heat gain minimize lighting of landscape features
- Use of energy efficient goods.
- Use zero CFC base refrigerants in refrigeration and air-conditioning system
- Use renewable energy to reduce environmental impacts associated with fossil fuel energy use.
- Establish baseline date for energy consumption.

D) Eco-friendly building materials and resources:

- Select materials such that a major portion of the building is recyclable during renovation and reconstruction.
- Use materials having longer life which ultimately can reduce environmental impact in materials manufacturing and transporting (woods, flooring, paneling, cabinet, doors, frames, brick, light, fixtures etc..)
- Use locally available materials for construction, thereby reducing environmental impact resulting from transportation and supporting to the site area.
- After construction of the building, recycle or salvage at least 50 to 75% (by weight) of construction, demolition and land clearing waste.
- Allocate separate space for sorting and storing waste disposals (e.g. News paper, organic substances, dry waste etc..)The location of storage place should be easily accessible for the workmen.
- Provide rest / charge room with shower facility for residents commuting on two wheelers & four wheelers.
- Design waste bin .which allows for easy cleaning and thereby and avoid health hazards.

E) Indoor air quality:

- The intake air should be clean –suction should not be lose to exhaust fan, a/c exhaust, cooling tower and other source of contamination .
- Install online CO2 systems for monitoring indoor air quality through building automation system.

- Provide sufficient fresh air intake use non –toxic materials to avoid contamination of air.
- Avoid exposure of building occupants to potentially hazardous chemicals provide controls for temperature, ventilation and lighting system, which can be controlled based on individual requirements.
- Use of low VOC content material (paint, carpet, sealable)
- System control to maintain Indoor air quality

Benefits of Green Buildings for Repositioning of Retail Malls:

Going for Green Buildings have tremendous benefits, both tangible and intangible. The most tangible benefits is in reduction of operating energy and water costs right from day one during the entire life cycle of the building. The most tangible benefit is in reduction of operating energy and water costs right from day one during the entire life cycle of the building. Buildings consume at least 40-50 % less energy and 20% - 30% less water vis-a-versa conventional building. Green buildings are always fresh and healthy. The green buildings use interior materials with low volatile organic compound (VOC) Emissions. Working in environment with access to daylight and views provides connection to the exterior environment. 30% to 40% reduction in operating cost. Health and safety of building occupants. Improve productivity of the occupants. Incorporate latest techniques and technologies. As per the US General Services Administration research output and compared to the national average values green building uses 26% less energy, 54% less water consumption, 13% reductions in aggregate maintenance, 27% of higher occupant satisfaction and 33% of less CO2 emissions.

The Future of Green Building in India

There are close to 1500 buildings registered for green certification with over a billion square feet of built up space. The green building market is expected to touch \$50 billion by the end of 2012, creating thousands of jobs in the process. Green buildings and the concept of smarter living offers tremendous opportunity for overhauling an average Indian's lifestyle. As the general public becomes more aware of the benefits of green buildings, developers will get creative and find new ways to brand, market and sell green buildings, hence creating a conducive atmosphere for the sector to grow exponentially.

Research Methodology:

Information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature.

SWOT Analysis:

Strengths:

1. Emerging retail formats like malls, hyper/supermarkets and specialty stores which Provide product, service and entertainment at one place.
2. Growth of real-estate and Improvement in infrastructure.
3. Large number of earning young population.
4. Long Durability of building, increased aesthetic view, Energy savings,
5. Helps in Waste control, Pollution Control

Weaknesses:

1. Demographic differences between the regions require a regionally adjusted approach to business.
2. Presence of a significant number of strong and well-established players in the sector may not go for green building investments.
3. High real-estate and distribution cost are the obstacles for growth of retail in India.
4. Green Building Requires More documentation, More difficult to understand and implement, record, control,
5. Legal requirements are more, More Cost of certification, Complex nature due to special characteristics.

Opportunities:

1. Changing consumers' requirements and lifestyles.
2. Innovation for new product development.
3. Developing environmentally friendly technologies materials and other products.
4. Eco advertising tourism, Eco labeling, eco product supply.
5. Pollution Control, waste Management, Environmental monitoring and auditing

Threats:

1. Economic slowdown is having an adverse effect on Retail Malls .
2. Rigid government policies and regulations restrict Green building Construction.
3. Messy constructions if EMS not maintained and implemented properly

Examples of Green Building:

- First GREEN building in the Government sector in the country
- IGP office complex at Gulbarga - bring down the temperatures from 44 °C to 34 °C.
- Special wind towers are built inside the buildings to achieve this reduction.

Conclusion:

Many Developers have estimated differently about the size of organized retail market in 2011. The one thing that is common amongst these estimates is that Indian organized retail market will be very big in 2015. The status of the retail industry will depend mostly on external factors like Government regulations and policies and real estate prices, besides the activities of retailers and demands of the customers also show impact on retail industry. As the retail market place changes shape and competition increases, the potential for improving retail productivity and cutting costs is likely to decrease. Therefore it is important for retailers to secure a distinctive position in the market place based on values relationships or experience. Finally, it is important to note that these strategies are not strictly independent of each other; value is function of not just price quality and service but can also be enhanced by personalization and offering a memorable experience.

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GROWTH OF MSMES IN INDIA

Harisha. H¹

Abstract

India adopted liberal and free-market principles in 1991 and liberalised its economy to international trade under the guidance of Former Finance minister Sri. Manmohan Singh under the Prime Ministry of Sri P.V. Narasimha Rao, prime minister from 1991 to 1996, who had eliminated Licence Raj, a pre- and post-British era mechanism of strict government controls on setting up new industry. Following these major economic reforms, the government of India has withdrawn many protective policies for the Micro, Small and Medium Enterprise (MSMEs) and has introduced promotional policies to increase the competitiveness of the sector. This globalization process has forced the MSMEs to face the ruthless competition not only from Indian large enterprises but also from Multi-national companies. With the introduction of MSME Act in 2006, this sector is facing many problems and Challenges. In this current paper, the authors have made an attempt to analyse the challenges faced by the Owners of MSMEs with some suggestions for improvement.

Key words: Micro, Medium and Small enterprises, Liberalisation, Globalisation.

Introduction

The strength of any country is measured by its economy. The economy of any country is expressed in terms of its Gross Domestic Product (GDP). GDP is explained briefly as "It is the total consumption (private + government spending), investment and trade balance (exports - imports) together."

The following tables shows the GDP and respective population of some important countries to have a comparison of economy of different important countries, US which tops in its GDP with \$ 15.1 trillion dollars is having 3rd Rank in its population but India stands as 10th place in GDP stands as 10th place at its population. With about ¼ population of India, US stands at 1st Rank as for as GDP. This indicates that us is having a very strong economy.

Table - 1 : The table showing the GDP and population and their ranks of few important countries

SI no	Country	GDP	Rank	Population	Rank
1.	United states	\$15.1 trillion dollar	1	31.7 cores	3
2.	China	\$ 7.32 trillion dollar	2	136 cores	1
3.	Japan	\$5.9 trillion dollar	3	12.7 cores	10
4.	India	\$ 2.47 trillion dollar	10	124 cores	2

Source: Wikipedia

If the GDP trend is positive it means the economy is growing and if it is negative, it means that the economy is shrinking. It is broadly the economic worth of the country. The major contributors to the constitution of GDP are Agriculture sector, Industry sector and the Service sector. Among these, the Industry sector and the Service sector are the major contributors to GDP.

The table below shows the sector wise contribution to GDP by the same counties mentioned in table1.

Among the four counties china looks to be having a balanced contribution of different sectors to its GDP.

Table - 2 : Sector wise contribution to GDP by different countries

SI No.	Type of Enterprise	Capital Amount limits
1.	Micro	Up to Rs. 25 Lakhs
2.	Small	Above Rs. 25 Lakhs and below Rs.5 Crores.
3.	Medium	Above Rs.5crores and below Rs, 10 Crores
4.	Large	Above Rs.10 Crores

Source- CIA world fact book

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The constituents of Industry sector further identified as the Micro, Small, Medium and Large Enterprises. The classification is based on the amount of Capital investment made.

A major change took place in 2006 with the enactment of MSME Development Act, 2006. In accordance with the provision of Micro, Small & Medium Enterprises Development (MSMED) Act, 2006, the Micro, Small and Medium Enterprises (MSME) are classified into two categories.

- a) **Manufacturing Enterprises-** The enterprises engaged in the manufacture or production of goods pertaining to any industry specified in the first schedule to the industries (Development and regulation) Act, 1951. The Manufacturing Enterprise is defined in terms of investment level in plant & machinery.
- b) **Service Enterprises:** The enterprises engaged in providing or rendering of services and are defined in terms of investment in equipment.

The limit for investment in plant and machinery / equipment for manufacturing / service enterprises, as notified are as under:

Table - 3

Manufacturing Sector	
Enterprises	Investment in plant & machinery
Micro	Does not exceed twenty Rs. 5 lakhs
Small	more than Rs.25 lakhs but does not Exceed Rs.5 crores
Medium Enterprises	More than Rs.5 crore but does not exceed Rs10 crores
Service Sector	
Enterprise	Investment in equipments
Micro	Does not exceed Rs.10 lakhs
Small	More than Rs.10 lakhs but does not exceed Rs.2 crores
Medium	More than Rs.2 crores but does not exceed Rs. 5 crores

Source: MSME Development Act 2006, MSME Government of India.

The contribution of Micro, Small and Medium Enterprises (MSME) sector to manufacturing output, employment and exports of the country is quite significant. According to estimates, in terms of value, the sector accounts for about 45 per cent of the manufacturing output and 40 percent of the total exports of India. The MSME sector employs about 42 million persons in over 13 million units throughout the country. There are more than 6000 products, ranging from traditional to high-tech items, which are being manufactured by the Indian MSMES.

The Govt. of India has provided two separate Ministries, one to look after the affairs of Micro, Small and Medium Enterprises (MSME) and the other to look after the affairs of Large Enterprises.

With the introduction of Liberalisation policy and the technological advancement in the area of IT industry, the contribution of the service sector to GDP became more significant and important. The effect of this was that Agriculture and industry sector took the back seat in contributing to GDP. Particularly the Industry sector suffered in the hands of Service sector because of the disparities in the salary, comforts, huge employment opportunities and working conditions provided by the IT industry of Service sector. So, the hit on Industry sector obviously hit individually on the constituents of the Industry sector also.

Micro, small and Medium Enterprises (MSMEs) are one of the most dynamic, sensitive and very important sectors the in Indian economy. The significance of Micro, small and Medium Enterprises (MSMEs) is due to its capacity of employment generation, low capital and low technology requirement, use of traditional or inherited skill, use of local resources, mobilization of resources and exportability of products.

With the introduction of Liberalisation policy and the technological advancement in the area of IT industry, the contribution of the service sector to GDP became more significant and important. The effect of this was that Agriculture and industry sector took the back seat in contributing to GDP. Particularly the Industry sector suffered in the hands of Service sector because of the disparities in the salary, comforts, huge employment opportunities and working conditions provided by the IT industry of Service sector. So, the hit on Industry sector obviously hit individually on the constituents of the Industry sector also.

The MSME sector today is functioning under severe competitive environment due to:

Liberalisation of the investment regime during the 1990s, favoring Foreign Direct Investment (FDI).

- a) The formation of the World Trade Organization (WTO) in 1995, forcing its member-Countries (including India) to drastically scale down quantitative and non-quantitative Restrictions on imports
- b) Domestic economic reforms. Under the current paradigm of neo-liberalism, labor market rigidity is considered as a barrier to the overall growth of the Economy.

Analysis

The following are some of the few challenges faced by MSME sector in Indian scenario

Effect of the liberalization and the agreement of WTO

Earlier to liberalization and WTO agreement there was a protected market for the 821 items manufactured by MSME's. However because of the acceptance of liberalization policy and the agreement with WTO, presently only 20 items are reserved for MSME. The items reserved for MSME varies from pickles to wax candles, safety matches, glass bangles, steel chairs, steel and aluminum utensils and etc. These 20 items reserved for MSMEs does not have any impact on the exports by MSMEs because of its limited demand. For example Glass bangles, wax candles, are having very much limited domestic demand and hence we cannot expect international demand for these products. However the international demand for unreserved products are high but there is a tough competition from countries like China and South Korea. Where their gov't's policies favors their MSMEs to manufacture their products on mass production. Under these conditions it is very difficult for our MSMEs to compete with their international counter parts .

As per the norms of the central government 50% of the total production of MSME should be export oriented. So the production of any MSME directly depends on demand from the outside country. The item reserved for MSMEs are all having very less demand or no demand outside the country and hence the MSME's although having high capacity to produce may be compelled to produce less.

Subrahmanyabala (2011)

As probed impact of globalization from the export potential of the small enterprise. The study shows that the share of SSI export in total export has increased in protection period but remained more or less stagnated during the liberalization period.

Financial constraints

Small businesses face a different range of problems than their larger counterparts, due to their inability to enjoy some of the same advantages in the marketplace. Most of these problems are due to revenue and cash-on-hand availability when the bills come due. If the products are to be manufactured with quality, then the capital investment may increase steeply making the MSME a debtor instead of earning profits as the Machines for making high quality products will cost heavily to the MSME. So the financial constraint may come as a road block for MSMEs, because of the gov't. policy of limiting the financial assistance to MSMEs. MSMEs cannot raise their finance from public in the form of equities like companies coming under large industries

The financial problems can be classified it to two main categories as Internal and External problems

The main financial constraints are

- A. Less Cash flow
- B. Rising costs
- C. Taxation and business regulation
- D. The higher dollar rate
- E. High Interest rates

Competition from internal and external enterprises

The MSMEs are having external and internal competitions.

External competition is due to the effect of liberalization and Agreement signed at WTO. These factors have directly affected the export of MSME products. In particular china and South Korea became the important navels or competitors for Indian items. Infact unsigned price war declared by china had serious effect on the export of items from most of the counties.

Internally also, the MSMEs were made to struggle and competed will large enterprises as most of the reserved items for MSMEs were converted into unreserved items and the large industries started making the products once reserved for MSMEs.

The revenue of an MSME much depends on how much it sells in the market. this quantity depends on how much demand is there for its product. This demand depends on the export potential and the domestic demand. So the MSMEs have to compete with the domestic market and the international market.

Government policies

However, no doubt the Government is spending significant sums on support for MSME the Task Force also took the view that it was important to attempt to assess the impact of this expenditure, and to make recommendations on how business are better channeled and targeted. It is needed that the potential role for Government to support small business with programmes whose outcomes are monitored and shown to be effective.

The ministry of micro small and medium enterprises, Government of India and state governments are offering heavy subsidies depending upon the enterprises product and the export potential.

To create export demand the product should have quality and price friendly. This is very difficult to achieve as the price increase with the quality. To reduce the price of the product, the product has to be manufactured on mass production without comprising the quality. This requires Machines and equipments costing heavy amount towards capital investment for the MSMEs. MSMEs cannot afford this amount because of the ceiling fixed by the government. The MSMEs cannot raise the money for investment in public as is done by large industries.

In fact the MSMEs in India have to compete with larges

industries in India. For example Bosch under the name of MHB filters Ltd in Tumkur are manufacturing Air filters for automobiles. Which are usually manufactured by MSMEs.

To compete internationally the Quality of the product should be very good and the price should be competitive. But both cannot go together. In fact most of the products manufactured in China goes to the poor man's as the quality of their products are very much compromised with the price. They will not give any guarantee as for as the quality is concerned.

Conclusion

1. There is a greater effort than exported on the fencing and performance of MSMEs become of liberalization, privatization and globalization the effect is on the export on the pricing of MSME products.
2. Became of the financial constants imposed by both the Central Government and the State Government, it had become a road block to the healthy growth of MSMEs sector in India.
3. Like a big fish eating a small fish, large enterprises are manufacturing some of the items which were earlier reserved for the MSMEs.
4. There is a difficulty in the function of MSMEs to produce high quality products at competitive prices became of their inability to invests on costly machineries and equipment, poor expose of MSME products at international level although there is on institute "National Promotional council" exclusively to look after and improve the expert opportunities for the products of Indian MSMEs.
5. The 20 items exclusively reserved for MSMEs does not have any worth at the international market and hence very poor demand for these items.

6. Some of the policing of the govt. are coming in the way of a positive growth in MSMEs.
7. The effect of inflection and devaluation of rupees against American dollars are also the reason for the poor exports or stagnation in the expert growth.

Suggestions

1. Although much can't be done against liberalization and globalization Governments should receive their policies in favor to suit for Indian Centerior.
2. Government should relax some of the financial constraints like finding the financial resources to suit in favor of MSMEs in India.
3. At last at domestic level, some of the engineering products having good demand at national level should be reserved for MSMEs to boost their performance.
4. To overcome the high investment on costly machineries and equipments the Government should come forward to establish at a common facility center in each district so as to enable the MSMEs use their facilities on rental basis.
5. The functionally of the "National Promotional council" should be critically revised and suitable necessary changes are to be made, to improve the interaction between Indian and its foreign countries with regards to the MSMEs Products.
6. From 821 items regards for MSMEs in Indian earlier it has come down to 20 items where international demand as well as domestic demands are not significant.
7. Hence if possible suitable charges are to be made and the items which are having good internal market and exports opportunity should be scheduled

AN EMERGING DEVELOPMENT OF RETAIL MARKETING IN INDIA

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Abstract

The Indian retail industry is estimated to be \$470 billion. The organized or modern retailing with 6% share stands at \$26 billion. It is projected to reach US\$ 1.3 trillion by 2018 with the organized retail market estimated to grow at the compounded annual growth rate of 40% and reach US\$107 billion by the year 2013. Entry of these retailers in different formats, including online, has affected an irreversible change in consumer buying habits and businesses related to serving these retailers. However, unlike many other countries, India has its own unique character of size, geographical spread, cultural diversity, and multiplicity of formats being introduced at quick succession. Retailers also face the challenge of developing infrastructure, on their own or in cooperation with the government. This paper attempts to explore the industry and evaluate the extent of its impact on distribution and procurement networks and changing consumption pattern in India.

Introduction

Retailing is the largest private industry in India and second largest employer after agriculture. The sector contributes to around 10 per cent of GDP and 6-7 per cent of employment. With over 15 million retail outlets, India has the highest retail outlet density in the world. This sector witnessed significant development in the past 10 years – from small unorganized family-owned retail formats to organized retailing. Liberalization of the economy, rise in per capita income and growing consumerism have encourage larger business houses and manufactures to set up retail formats; real estate companies and venture capitalist are investing in retail infrastructure. Many foreign retailers have also entered the market through different routes such as wholesale cash-and-carry, local manufacturing, franchising, test marketing, etc. With the growth in organized retailing, unorganized retailers are fast changing their business models and implementing new technologies and modern accounting practices to face competition. The retailing sector in India has undergone significant transformation in the past 10 years. Traditionally, Indian retail sector has been characterized by the presence of a large number of small-unorganized retailers. However, in the past decade there has been development of organized retailing, which has encouraged large private sector player to invest in this sector. Many foreign players have also entered India through different routes such as test marketing, franchising, wholesale cash-and-carry operation. With high GDP growth, increased consumerism and liberalization of the manufacturing sector, India is being portrayed as an attractive destination for foreign direct investment (FDI) in retailing. However, at present this is one of the

India has witnessed a revolution in the last two decades owing to rapid urbanization and changing consumption. This has led retailers to concentrate their energies and leverage their capacities to harness the potential. The entry of the leading corporate houses into retail created a surge into the growth of the industry. The Indian retail industry is estimated to be \$470 billion. The organized or modern retailing with 6% share stands at \$26 billion. Indian retail sector is projected to reach US\$ 1.3 trillion by 2018 and the organized retail market is estimated at compounded annual growth rate of 40% which is anticipated at 107 billion US\$ by the year 2013.iiAs per the McKinsey Report, 'The rise of Indian Consumer Market', by the year 2025, the Indian consumer market is expected to grow four fold. India with its current retail growth rate turns out to be one of the most prominent countries for global retailers. Since the liberalization of the Indian economy in the 1990s, there has been a continuous changes in the consumer buying behavior. The positive consumer sentiment has led to retailers expanding to even tier 1 and 2 cities. The market dynamics in Indian retail industry are dissimilar when equated with other countries and it is not easy to function in an Indian market. If we have a close look at the unique demography of India, we would discover that it comprises of 25 states with different cultural districts existing concurrently in a market. While urbanization seems to be mixing these cultures, people tend to be living in coherent cultural group, mainly described by the state from where they originate. Most stores have trading areas that are mixed in their demography thereby making the retailers work harder while meeting the varying demands of diverse consumers. The areas consist of

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heterogeneous group of consumers who have predominantly varying buying power.

Evolution of Retail In India

The origins of retail are old as trade itself. Barter was the oldest form of trade. For centuries, most merchandise was sold in market place or by peddlers. Medieval markets were dependent on local sources for supplies of perishable food because Journey was far too slow to allow for long distance transportation. However, customer did travel considerable distance for specialty items. The peddler who provided people with the basic goods and necessities that they could not be self sufficient in followed one of the earliest forms of retail trade. Even in prehistoric time, the peddler traveled long distances to bring products to locations which were in short supply. "They could be termed as early entrepreneurs who saw the opportunity in serving the needs of the consumers at a profit .Later retailers opened small shops, stocking them with such produce. As towns and cities grew, these retail stores began stocking a mix of convenience merchandise, enabling the formation of high-street bazaars that become the hub retail activity in every city.

Traditional Retail Format In India

It is important that for centuries now, India has been operating within her unique concept of retailing. Retailing in its initial period was witnessed at the weekly Haats or Gathering in a market place where vendors put on displays their produce. Off course this practice is still prevalent in many towns and cities in India: then the market saw the emergence of the Local banias and his neighborhood Kirana shop. Infact these were the common local mummy-dady or multipurpose departmental store located in the residential areas such shops stocked goods and multipurpose utility and were with the vision of providing convenience at the door step of the consumer. While barter would be considered to be the oldest form of retail trade, since Independence, retail in India has evolved to support the unique needs of our country, given its size and complexity. Haats, mandis and melas have been a part of India landscape.

Development of Modern Retail

As per the estimates of Indian Retail Report 2011, the modern retail in the next five years is expected to would contribute to a minimum of one third of the market of 40 trillion. This report estimates that by the year 2016, the modern retail would have 19.3 percentage share of the total retail market. For some leading consumer product companies, modern retailers contribute about 10% of their total sale nationally and about 20% in top 10 cities. The preeminent outcome of the development of modern retailing in India is an increase of choice among consumers. With the advent of modern retailing in the emerging markets have witnessed developments in the

areas of Technology Transfer, enhanced quality levels of produce, products at competitive prices, better procurement practices and enhanced employment opportunities. The development and growth of modern retailing is connected to the lower prices resulting from the functional efficiencies in the supply chain.

Emergence Of Organized Retail In India

The emergence of first phase of organised retailing in India can be traced back when a shopping centre into existence in the year 1869 with Mumbai Crawford Market. After that, in the year 1874 Hogg market, popularly and better known as new market came into existence in Calcutta (Now known as Kolkata) this shopping centre was designed by an East Indian Railways Co. Architect R.R.Banya and was named after the then municipal commissioner of Calcutta Sir Stuart Hogg. Earlier the Hogg market even had a garden with a beautiful fountain adding to its ambience and benches too for tired shoppers. Today, the New Market continues to be a premier shopping area in Kolkata despite a pat of it being incinerated in late 1985. Its red-brick Gothic clock-tower today bears testimony to the past Grandeur of this first shopping centre in India. Today from linen to cakes and fruits to fishes everything is available at the New Market Atta reasonable price and this has made the New Market sustain its popularity among the metro customers of Kolkata. The tenant mix of this first shopping centre is unique as it has a large number of 2000 stalls which are organized in an order of merchandize. There are rows of stalls dealing with one particular line of Goods.

A retail researcher by name Christine Furedy in 70s has observed in her article in the capital on 24th Dec. 1979 tracing the emergence of the New Market, thus "The most complex retail business of late nineteenth century Calcutta, establishment which were to dominate the modern retail sector, were the departmental stores. Although everyone has closed its doors, many calcuttans still remember the name or recognize their converted, subdivided building: Francis, Harrison and Hathaway; Hall and Anderson; the Army and Navy stores; white a way; Laid low and Co. In their scope and out reach these shops rivaled those to be found in cities of the same size in Britain, Europe or the United States. The second phase of development of organised retailing can be traced back to the year 1931 when Bata shoe Co. took lead in opening its chain stores at various cities & towns. It was followed by DCM and Raymond's extensively. The earliest seed of the so-called specialty malls can be traced to shopkeepers who stocked goods of the same product category in a particular locality. If one were to go back to the early 80s, it can be said that organised retail, to a great extent was visible in the functioning of stores such as 'Akbarally' in Mumbai and 'Nilgiris' and

'Spencers' in Chennai. These stores later evolved into multichain outlet and were the first to bring on the 'onset of organised retail' in India.

The evolution of PDS (Public Distribution System) of Grains in India having its origin in the rationing system introduced by the British during World War II was example of single largest retail chain in the country the canteen stores Department and the Post Offices in India are also among the largest network of outlets in the country, reaching populations across state boundaries. The Khadi and Village Industries (KVIC) was set during post Independence and today it has more than 7000 stores across the country. While Independence retail stores like Akbarally's, Vivek's and Nallis have existed in India for a long time, Reliance, Garden silk mills, Madhura Garments, Arvind mills etc have set up show rooms for retail sale of their branded products.

Traditional Formats:

Itinerant Salesman:

It is a type of direct selling which stated centuries ago. It is an example of door to door office to office delivery or marketing. Morning Milk man and sabji wala are the most famous examples of this category. This type of format has been very popular throughout India in coping with daily needs. In rural areas this sales man use cycles, for carrying their stock for display of Goods.

Haats:

Haats are the unique examples of traditional malls in India. Just like Malls, different sellers' sells different types of items along with the sale of vegetables, fruits, sweets, chat etc. Some entertainment arrangements are also made in available in these haats. There was tendency in rural as well as semi-urban area in India for visiting these haats with family members as a part of picnic cum purchasing programmes. Infact Haats are periodic markets (generally organized once in week or fortnight at a particular place & time) that form a major part of the rural market system in India. In other words the term Haats refers to locations which witness a public gathering of buyers and sellers at fixed time and fixed locations. On account of organization of these haats these are called with the name of a particular day also such as Mangal Bazar, Budh Bazar etc. According to one estimate about 42,000 haats are organised in our country.

Meals:

Melas are fairs & they can range from commodities fairs to religious fairs. Virtually every state in India has meals for which it is known. It is estimated that more then 2500 melas are held annually in the country. It is also estimated that the average outlets in every Mela would be more than 800 & the average sale per mela would be Rs. 143 lac xi. Nauchandi is an example of important

annual mela in Meerut, at many places such as Gawalior, Aligarh, Bulendshahr annual exhibitions are organised. At Government level a number of fairs such as book fair, Trade fair and specific Commodity fair are organised by Trade fair authority of India.

Mandis:

Mandis are markets set up & regulated by State Government for the sale of agricultural produce directly from farmers. At present the number of such markets stand at 7521. These mandis are playing significant role in providing better prices to farmers.

Established Formats:

KIOSKS:

A kiosks is a small free standing pavilion or stall often open on one or more sides and used for information Sales and promotion. Generally a Kiosks is placed in a shopping centre, a bus stand or near by the prospective customers.

Kirana Shop & Independent Stores:

This is one of the important & popular established formats of retailing in India. These shops are usually shops with a very small area, stocking a limited range of products, varying from region to region according to the need of the clientele or the whims of the owners.

Super Markets/Hyper Markets

These are large (90,000 square feet plus) self-service stores selling a variety of products at discounted price. The best practice chains in this format are Carrefour (France) Wal-Mart (US). Supermarkets tends to be located in key residential markets and malls and offer competitive prices due to economics of scale in logistics and purchasing. The format is new to India and some important players in this field are Food World, Big Bazaar. Indian Super Market are smaller than others countries.

Departmental Stores

These large stores primarily sell non-food items such as apparel, footwear household products. They stock multiple brands across product categories, though some of them focus as their own store labels (e.g. Marks and Spencer's St. Michael).

Specialty Chains

These outlets focus on a particular brand as product category, usually non-food items and are located on high streets and in shopping malls. The most famous specialty chains include Gap, Levi's and Benetton.

Discount Store

It is a general merchandise retailer that offers a wide variety of merchandise limited service and low prices. Subhiksha and Margin free markets are operating in this format in India.

Wholesale “Cash And Carry”

The wholesale cash and carry operation is defined as any trading outlets where goods are sold at the wholesale rate for retailers and business to buy. The transactions are only for the business purpose and not for personal consumption. Metro, cash and carry, Gmbh of Germany entered the India in this format.

Convenience Store

It is a retail business of less than 5,000 square feet with primary emphasis on providing the public a convenient location to quickly purchase an assortment of food, gasoline and other consumable products. They are usually open seven days a week for extended hours.

Co-Operative Shops/Govt. Organization:

Cooperative stores in India are the result of the cooperative movement that can be traced to the Pre-independence period. They emerged as a reaction to the feudal system & attempted to place the fruit of labour in the hands of the producer himself to make himself relevant. The Cooperative movement was strengthened after independent in Western India? A consumer cooperative is a retail institution owned by member customers. A consumer Co operative is generally formed either because of dissatisfied consumers who's needs are not fulfilled by the existing retailers or on account of initiative by enlightened consumer.

Mother Dairy, Delhi & Fruit & Vegetable Project, Delhi

Mother Dairy, Delhi & the fruit & vegetable project Delhi, set up by the National Dairy Development Board (NDDB) in 1974, 1986, respectively, were merged to form Mother Dairy Fruit & Vegetable Limited (MD F & V) in April 2000. The new Company, a wholly owned subsidiary of NDDB, is involved in marketing & distribution of milk, milk products & horticulture produce. The companies' dairy plant handles more than 1.3 million liters of milk daily & undertakes its marketing operations through 636 own milk shops & more than 6500 retails outlets in and around Delhi. Ice-creams market under the brand name 'Mother Dairy' has a 41% market share in Delhi.

PDS/Fair Price Shop

The PDS or Public Distribution System would easily emerge as the single largest retail chain existing in the country. The evolution of PDS of Grains in India has its origin in the rationing system introduced by the British during World War II. The system was started in 1939 in Bombay & Subsequently extended to other cities and towns. By the year 1946, as many as 771 cities/towns were covered. The system was abolished post war, however, on attaining Independence India was forced to reintroduce it in 1950 in the face of renewed inflationary pressures in the economy. The system, however,

continued to remain an essentially urban oriented activity. In fact, towards the end of the First 5-year plan (1956) the system was closing its relevance due to comfortable food grains availability. At this point in time, PDS was reintroduced and other essential commodities like sugar, cooking coal & kerosene oil were added to the commodity basket of PDS. There was also a rapid increase in the Ration shop and their number went up from 18000 in 1957 to 51000 in 1961. Thus, by the end of the second 5 year Plan, PDS had changed from the typical rationing system to a social safety system, making available food grains at a 'fair-price' so that access of household to food grain could be improved & such distribution could keep a check on the speculative tendencies in the market. The PDS has been functioning for more than 4 decades now and its greatest achievement lies in preventing famines in India.

Convenience Shops

These shops are relatively small shops that are located near residential areas, are open for long hours & 7 days a week and offer a limited line of convenience products like beverages, ready to eat snack (Pastry, Sandwiches) bread, eggs, milk, confectionary etc. These shops have been quite common throughout the country.

Specialty Shops

A Specialty shop is a retail shop displaying merchandise which have narrow product line, specialising in a particular type of merchandise & offering specialized service to customers. Generally these shops concentrate on a specific items such as Apparel, Jewelry, Fabric, Sporting Goods, Furniture etc. Specialty shop can be sub classified by the degree of narrowness in their product line. e.g. A clothing store would be a single line shop, a mens clothing shop would be limited time shop & a mens shirt store would be a super specialty shop. Such shops have always played significant role in relating of consumer durables throughout the country but particularly in urban & sub-urban areas.

Rural Malls Have Made A Beginning

Rural retailing is an important segment of the retail industry and it is only lately that companies are making investments in this area. ITC launched Chaupal Sagar, the first rural mall, with a variety of products and offering farmer's tools to adapt to new technologies and methods of farming and selling their produce. The DCM Sriram Group has opened a Hariyali Bazaar, offering farm-related services and plans to increase their product line to a full-fledged grocery store. Godrej Group has opened Adhaar, a one-stop shop for farmers, focusing on farm related products. Escorts and Tata Chemicals are also in the process of setting up agri-stores targeting the rural market.

Conclusion

Indian consumerism, until the early 1990s remained a point of academic discussion due its immense potential. Similarly, access to cheaper credit and increased disposal incomes to enjoy their aspirations for private homes, cars, and a plethora of other consumer durables was a distant dream. This however, has changed dramatically over the past decade. The Indian economy has evidenced an unprecedented resurgence, with the GDP growth averaging close to 6% per annum placing India amongst the fastest growing economies in the world. This growth has meant an empowerment of the consumer. The transition from a protected economy to

market driven regime is apparent as suspicions regarding competition from global players dissipate progressively. The retail landscape of the country is changing at a rapid pace with malls and multiplex in all major cities. In fact, having reached a substantial capacity at Tier-1 locations, the organized retail revolution is now percolating to Tier II and III cities. Retail has clearly been witnessing a transformation from neighborhood-shopping to the concept of malls and family entertainment centers. Entertainment and experience are becoming integral parts of shopping. Global industry analysts have often confirmed the country's potential as one of the most attractive emerging retail destinations in the world.

QUALITY OF WORK LIFE, SELF EVALUATION OF PERFORMANCE AND JOB SATISFACTION OF THE WOMEN PROFESSIONALS IN SELECT INFORMATION TECHNOLOGY COMPANIES IN TAMIL NADU

N. Saravanan¹

Dr. V.Sivakumar²

Abstract

The chief aim of the study is to study the relationship between quality of work life, self-evaluation performance and job satisfaction. Work related pressure, leadership behavior, work life balance, management policy, job security, opportunity to develop human capacities and growth, adequate compensation, interpersonal relations, work culture are factors has been dimension of quality of work life. The sample size of the present study has been fixed 400 women professionals from TCS and Infosys companies. The confirmatory factor analysis is applied for unidimensionality and convergent validity and structural equational modeling technique is applied to know the relationship between concerned variables. It concludes that quality of work life dimensions namely, work related pressure, leadership behavior, work life balance, management policy, job security, opportunity to develop human capacities and growth, adequate compensation, interpersonal relations, and work culture has effect self – evaluation of performance and performance effects the job satisfaction direct and significantly.

Introduction

Employees love their work and love where their work has the accompaniment of the better Quality of Work Life (QWL) and they can deliver their best potential if they Quality Work Life (QWL) is improved and rendered satisfactorily. A machine's potential value reaches the day it starts but an employee can never reach an ultimate value at work place unless the quality of employees and their performance reaches the day through better Quality of Work Life (QWL). The chief aim of the study is to study the relationship between the satisfaction and performance levels in terms of the quality of work life (QWL). In the present study the investigator has chosen the Information Technology (IT) companies in Tamilnadu, based on the National Association of Software and Services Companies report. The quality of work life is to be measured on the dimension of work related pressure, leadership behavior, work life balance, management policies, opportunity to develop and growth, job security, adequate and fair compensation, inter – personal relation, work culture and so on.

Review of Literature

Argyle (2006) in his study examined that work overload of work will increase the stress level of the employees in the work place and decreases the job satisfaction of the employees.

Northouse (2007) defines Leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”.

Drew et al. (2003) identified that “personal fulfillment is an important inside work and that satisfaction an outside work may improve employees' contribution to work”.

Calhoun is of the view that “Human Resources Policies constitute guides to actions. They furnish the general standards or bases on which decisions are reached. Their genesis lies in an organization's values, philosophy, concept and principles”.

(OECD) (1996) stated that It is the central aspect of Quality of work life which represents the strength of the organizations to provide permanent not and stable employment regardless of the changes in work environment. Hence, providing a sense of security is important in the work environment especially to improve QWL where many facets of jobs can be outsourced.

Richard E Walton (1973) explains Quality of Work Life is enhance to the extent that the worker can do exercise more control over his or her work, and the degree to which the job embraces an entire meaningful task but not a part of it. Further QWL should provide for opportunities like autonomy in work and participation in planning in order to use human capacities.

Richard E Walton (1973) explains “The wages which is mentioned in the fair wages is above the minimum wages but below the living wage.”

McFarland defines Inter – Personal Relationships as “a process of meaningful Interaction among human beings

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and specifically it is the process by which meanings are perceived and understandings are reached among human beings”.

Hofstede (1991) opines that Work Place Culture refers to the way employees have been socialized by their work organization.

Van Scotter et al. (2000) in his study stated that a good QWL gives high performance, high performing individuals get awarded, honored and promoted and this high reward will increase the job satisfaction of the employees in the organization. He also stated that career opportunities for individuals who perform well are much better than those of moderate or low performing individuals.

Baker (1974) examines the six experiments done on the quality of work life, job satisfaction, employee attitude, job enrichment, and organization effectiveness. Five of the six studies emphasize job enrichment as means of improving employee morale and motivation. But less satisfaction was reported by the employees of a telephone company in job enrichment programme.

Statement of the Problem

The standard of living of professionals of Information and Technology sector has improved phenomenally. The size of women professionals at the entry level jobs in I.T. sector is spectacular. But their presence at the high end jobs in managerial hierarchy of I.T. companies is negligible. Many research studies conducted in the past have disclosed the fact that the quality of work life experienced by women folk in I.T. industry is one of the factors discouraging increasing presence of women at high echelons of management. Though women folk has been provided with congenial physical environment factors like marriage health issue, inability to balance work and home life, night shift work, deputation to foreign countries on work assignment, need to take care elder's, back breaking work schedule to meet the deadlines, need to take care new born babies, absence of support system in the house, workplace harassment etc., have been reported to be barrier to the mobility of women folk to higher slots of managerial hierarchy. It is the concern of the management to establish and meet certain expectations whether these be making profit or delivering a service efficiently and cost effectively. It is being recognized that reaching organizational goals is not the only responsibility of the management; they also bear the responsibility of the well being of their employees, so that they have committed, involved, responsible and motivated subordinates. In this

backdrops whether the Quality of Work Life, Self evaluation of performance and Job satisfaction of the women professionals in IT Companies in Tamilnadu is smooth sailing or facing rough whether in a problem worth pursuing.

Objective of the Study

The study mainly focused on the relationship between quality of work life dimensions, self-evaluation of performance and job satisfaction.

Methodology

Sampling

The present study is confined to women professionals of Information Technology Industry in Tamilnadu. Stratified random sampling was adopted for the present study. In the first phase, all the 10 companies listed in the rank list for the year 2012 – 2013 announced by National Association of Software and Service Companies were selected for the study. In the second stage top two companies namely, TCS and Infosys with a life span of more than 10 years were selected. In the final stage women professionals alone were chosen from each company. The sample size of the present study has been fixed at 400 women professionals by applying proportionate random sampling.

Collection of Data

This study being based on survey method Primary data on the varied dimensions of quality of work life, self-evaluation of performance and job satisfaction were collected through a suitably framed questionnaire. Besides the responses received on the questionnaire, informal discussions were held with them to get insight in to various matters connected with quality of work life.

Period of Study

Data were collected from the respondents for 3 months from January to March 2015.

Framework of Analysis

Data collected have been presented in tabular form and analysis has been made, using the confirmatory factor analysis is applied for unidimensionality and convergent validity and structural equational modeling technique is applied to know the relationship between concerned variables has been used to measure the attitude and opinions of the respondents to ascertain the level of quality of work life on each determinant of self evaluation of performance and job satisfaction.

Data Analysis

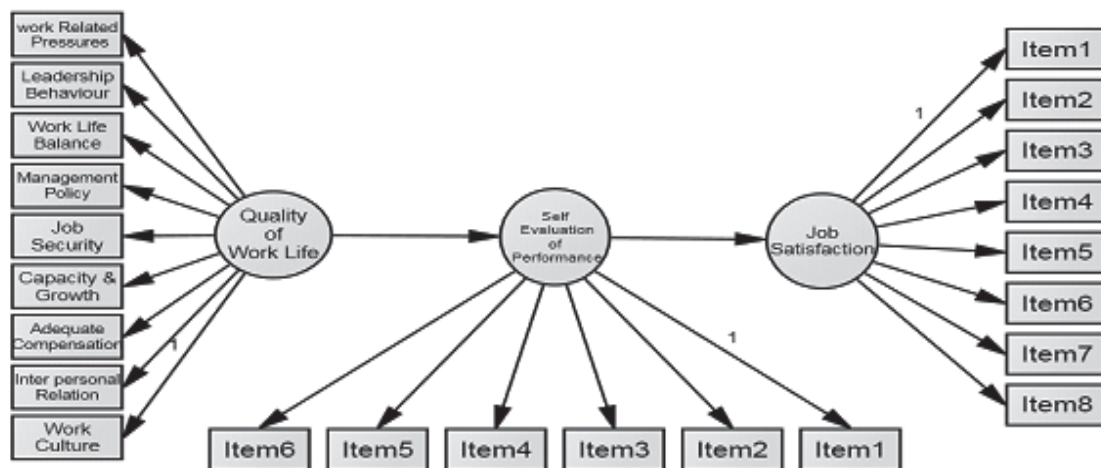


Fig. 1 : Hypothetical Model

Table - 1 : Unidimensionality for Quality of work life, Self-evaluation and Job satisfaction Construct

Construct	No. of Items	Cronbach's Alpha coefficient	Standardized loading		Fit Model
			Lowest	Highest	
Quality of Work Life Dimension					
Work Related Pressures	7	0.893	0.743	0.856	$\chi^2 = 269.209$ GFI = .939 AGFI = .982 CFI = .968 RMSEA = .070
Leadership Behaviour	6	0.942	0.750	0.959	
Work Life Balance	7	0.924	0.849	0.983	
Management Policy	6	0.896	0.840	0.986	
Job security	3	0.634	0.755	0.995	
Human Capacity & Growth	7	0.845	0.847	0.855	
Adequate Compensation	6	0.755	0.864	0.956	
Inter Personal Relation	7	0.834	0.752	0.940	
Work Culture	7	0.872	0.858	0.958	
Self –evaluation	6	0.753	0.743	0.983	
Job Satisfaction	8	0.891	0.883	0.968	

Table 1 shows the result of confirmatory factor analysis to test the unidimensionality of the quality of work life dimension, self-evaluation and Job satisfaction. Standardized loadings and fit indices using chi-square test, GFI, AGFI, CFI and RMSEA are estimate of confirmatory factor analysis. Unidimensionality should be always identified first, before the measurement of reliability and validity, (Hair, Blake, Babin, & Anderson, 2010), because the concept of reliability and validity is based on the assumption of Unidimensionality. Nine factors in the quality of work life construct namely work related pressures, leadership behavior, work life balance, management policy, job security, human capacity and growth, adequate compensation, inter personal relation and work culture. Self-evaluation and job satisfaction are measured in 6 and 8 items respectively. Standardized loading of the items in the respective factors should be more than 0.70 (Hair, Blake, Babin, & Anderson, 2010). All the loadings are above .70 and its shows the items contribute to the respective factors. Chi-square (χ^2) statistics is the widely used to indicating model fit. The chi-square statistics found insignificant, it denotes the model has a good fit. Chi-square statistics found to be significant for the three constructs and determines poor model fit. However, this is not the only model fit indicator and fitness of the model can be evaluated through other indices using GFI, AGFI, CFI and RMSEA. The Goodness-of-fit (GFI) and Adjusted Goodness-of-fit (AGFI) statistic was generally considered as the most reliable

measure of absolute fit in most circumstances. GFI and AGFI value range between 0 and 1 and value of > 0.90 are usually taken as acceptable fit. In this model, all the constructs indicates above the criteria level and indicating an evidence of unidimensionality of the scale. The next two widely used goodness of fitness indexes are Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA). If CFI values more than 0.90, and RMSEA value is less than 0.10 then that construct is meant to be Unidimensionality construct (Nunnally & Bernstein, 1994). The value of CFI and RMSEA of all the constructs above 0.90 and less than 0.10 respectively and it shows an evidence of reasonable fit to the data. Therefore, it was concluded that the quality of work life, self-evaluation and job satisfaction fits reasonable well and represents a close approximation in the population.

Table - 2 : Measurement of reliability and convergent validity of Quality of work life, Self-evaluation and Job satisfaction

Construct	Cronbach's Alpha coefficient	Inter-item Correlation		Item-to total correlation	
		Lowest	Highest	Lowest	Highest
Quality of Work Life Dimension					
Work Related Pressures	0.893	0.303	0.756	0.514	0.778
Leadership Behavior	0.942	0.570	0.859	0.730	0.878
Work Life Balance	0.924	0.489	0.833	0.652	0.824
Management Policy	0.896	0.480	0.786	0.664	0.797
Job Satisfaction	0.734	0.322	0.795	0.420	0.775
Human Capacity & Growth	0.845	0.319	0.709	0.498	0.744
Adequate Compensation	0.755	0.391	0.794	0.394	0.811
Inter Personal Relation	0.834	0.315	0.740	0.392	0.753
Work Culture	0.872	0.314	0.858	0.433	0.810
Self Evaluation					
Self Evaluation	0.753	0.343	0.783	0.387	0.790
Job Satisfaction					
Job Satisfaction	0.891	0.383	0.868	0.523	0.847

The table 2 represents the reliability and validity of quality of work life, self-evaluation and job satisfaction. Reliability of the constructs was judged through the measurement of the Cronbach alpha coefficient (Cronbach, 1951) which is a widely used measurement of the internal consistency of a multi-items in the scale. Normally, reliable coefficient alpha of above 0.70 is a good measure for reliability (Nunnally, 1978). But, the criteria of Cronbach alpha coefficient of 0.60 is also considered as a reliable coefficient measure (Peterson, 1994; Slater, 1995). The value of Cronbach's Alpha coefficient above 0.70 is considered to be 'acceptable' reliability, above 0.80 'good' reliability, and above 0.90 'excellent' reliability (Hair, Blake, Babin, & Anderson, 2010). In quality of work life constructs, Cronbach alpha coefficient of work related pressures, leadership behavior, work life balance, management policy, job security, human capacity and growth, adequate compensation, inter personal relation and work culture are 0.893, 0.942, 0.924, 0.896, 0.734, 0.845, 0.755, 0.834 and 0.872 respectively. The Cronbach alpha coefficients of self-evaluation and job satisfaction are 0.753 and 0.891 respectively. It clearly shows that cronbach alpha coefficient are above 0.70 (Nunnally & Bernstein, 1978) and could therefore be classified as an acceptably reliable measure for further analysis.

Convergent validity is a measure of construct validity that measures the extent to which the scale correlates positively with other measures of the same. For evaluation of the convergent validity of constructs, measurement of inter-item correlations and item-to-total correlations are sound base for it. The acceptable criteria value of inter-item correlation and item-to-total correlation is above 0.30 and 0.50, respectively (Hair, Black, Babin, & Anderson, 2010). This analysis indicated significant bivariate relationships in the anticipated directions, indicating convergent validity. If the correlation is moderately high (above 0.40), then the item will make a good valid component of the scale (Leech, Barrett, & Morgan, 2005). To check the sound convergent validity of quality of work life, self-evaluation and job satisfaction, inter-item and item-to-total correlation was operated in the scale. All the coefficients of correlation of all constructs are well above than criterion value, thus fulfilling the acceptance criteria and indicating the sound convergent validity of the scale and as a result.

The table 3 portrays the relationships between retail service quality as explanatory variable, Self-evaluation and job satisfaction as the outcome or dependent variable. The standardized coefficient of quality of work life towards job satisfaction is 0.420, which found significant at 1 percent level. On other hand, the standardized coefficient of self-evaluation towards job satisfaction is 0.348, which found to be significant at 1 percent level. It is observed that quality of work life effects self-evaluation directly and self-evaluation effects job satisfaction directly. So it confirms quality of work life increases the self-evaluation of performance and performance increases the job satisfaction.

Table - 3 : Hypothesized model of Quality of work life, self-evaluation and Job satisfaction

Variables			SRW	URW	S.E.	C.R.	P-value
Self-evaluation	<---	Quality of Work life	0.420	0.685	0.110	6.255	0.000
Job satisfaction	<--	Self-evaluation	0.348	0.343	0.063	5.468	0.000
Work related pressures	<--	Quality of Work life	-0.515	1.000			
leadership behavior		Quality of Work life	0.800	1.448	0.136	10.616	0.000
Work life balance		Quality of Work life	0.049	0.086	0.091	0.954	0.340
Management policy		Quality of Work life	0.626	1.127	0.121	9.331	0.000
Job security	<---	Quality of Work life	0.390	0.981	0.146	6.718	0.000
Human capacity and growth	<---	Quality of Work life	0.352	0.753	0.122	6.189	0.000
Adequate compensation	<---	Quality of Work life	0.769	-2.313	0.222	10.418	0.000
Inter personal relation	<---	Quality of Work life	0.900	-3.118	0.279	11.170	0.000
Work culture	<---	Quality of Work life	0.946	-2.605	0.229	11.366	0.000
Item 1	<---	Self-evaluation	0.802	1.000			
Item 2	<---	Self-evaluation	0.692	0.961	0.089	10.836	0.000
Item 3	<---	Self-evaluation	0.858	0.941	0.075	4.533	0.000
Item 4	<---	Self-evaluation	0.708	0.988	0.072	5.385	0.000
Item 5	<---	Self-evaluation	0.742	0.902	0.092	7.613	0.000
Item 6	<---	Self-evaluation	0.864	0.941	0.117	6.342	0.000
Item 1	<---	Job Satisfaction	0.593	1.000			
Item 2	<---	Job Satisfaction	0.599	1.051	0.103	10.166	0.000
Item 3	<---	Job Satisfaction	0.797	1.696	0.136	12.451	0.000
Item 4	<---	Job Satisfaction	0.773	1.404	0.115	12.200	0.000
Item 5	<---	Job Satisfaction	0.932	1.987	0.145	13.660	0.000
Item 6	<---	Job Satisfaction	0.912	1.947	0.144	13.507	0.000
Item 7	<---	Job Satisfaction	0.706	0.801	0.090	8.897	0.000
Item 8	<---	Job Satisfaction	0.769	1.462	0.150	9.772	0.000

Source : Primary Data.

Note : Compiled through SPSS 20.

Conclusion

This study investigated the relationship dimensions of quality of work life, self-evaluation and job satisfaction. The Structural equation modeling reveal quality of work life dimensions namely, work related pressures, leadership behavior, work life balance, management policy, job security, human capacity and growth, adequate compensation, inter personal relation and work culture has effects self-evaluation of performance and performance effects the job satisfaction direct and significantly. The findings suggest there is a relationship exists between quality of work life dimension, self-evaluation of performance and job satisfaction.

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ANALYSIS OF REASONS FOR STRESS AMONG CUSTOMERS CAUSED BY SERVICE PROVIDER

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Abstract

Stress has been linked to all the leading causes of death, including heart-disease, cancer, lung ailments, accidents, and suicide. Dealing with stress is a major health-related issue today. There are several reasons for the stress among patients suffering from chronic illness. They fall into two categories viz., external reasons and internal coping abilities. The present study analyzes one of the major external reasons for stress i.e., the health care service provider i.e., hospitals. The study is based on the survey of two hospitals involving a random sample of 40 customers. Responses were analyzed by using statistical tools of tabulation and percentage analysis. It was found that the psychological reasons through dominant attitude on the part of the hospital authorities are the major reasons for the stress.

Keywords : Customer Stress, Chronic diseases, Hypertension, Cancer, Causes of Stress.

Introduction

The patient who is entering a hospital is under many emotional pressures. Fear of death, disfigurement, pain, or a prolonged illness, and loss of control of the surrounding environment are just a few of the emotional concerns being faced. People react to stress in many ways. The Practical Nurse must be able to recognize the signs and symptoms of stress and identify the coping mechanisms being utilized by the patient in order to provide effective nursing care.

Objective:

To study and analyse the reasons for stress among patients challenged by chronic diseases caused by hospital employees

Methods

The research paper adopts qualitative and quantitative methods to analyse the reasons for patients stress caused by the service provider. The study comprised of 40 patients challenged with chronic diseases such as hypertension and cancer, who were admitted in HCG hospital and Kidwai Memorial institute of Oncology in Bangalore. The data on reasons for stress was collected using a standardized tool; the qualitative data was collected using a semi structured interview schedule and the audiotaping of the verbatim of lived experiences.

Factors Causing Stress in The Hospital

Some of the factors that cause stress in the hospital are :

- Unfamiliarity of surroundings.
- Having strangers sleep in the same room.
- Having to eat cold or tasteless food.
- Being awakened in the night by the nurse.

- Loss of independence.
- Having to eat at different times than usual.
- Having to wear a hospital gown.
- Not having the call light answered.

The patient who is entering a hospital is under many emotional pressures.

- Separation from spouse.
- Separation from family.
- Financial problems.
- Isolation from other people.
- Having an unfriendly roommate.
- Not having friends visit.
- Having staff in too much of a hurry to talk, or more importantly, listen.
- Lack of information.
- Not having questions answered by staff members.
- Having nurses or doctors who talk too fast. Nervousness and preoccupation often make it difficult to fully concentrate on what is being said. Needless to say, patients often have plenty on their minds, so it is crucial that you explain things patiently and slowly and be prepared to repeat instructions and explanations. Do not assume that because you have explained something once, your job is done.
- Not knowing the reasons for (or the results of) treatments.
- Threat of severe illness.
- Fear that appearance will be changed after hospitalization.
- Being hospitalized after an accident and suspecting the worst.
- Thinking he/she may have cancer.

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- Problems with medications.
- Having medications cause discomforts (that is., chemotherapy).
- Not getting relief from pain.
- Not getting pain medication when needed.

Emotional Responses to Illness And Hospitalization

Fear

An emotional response characterized by an expectation of harm or unpleasantness. Usually associated with behavior that attempts to avoid or flee a threatening situation. Patient is usually aware of the specific danger and has some understanding into the reasons for the fear.

Common indications of fear include:

- Tachycardia (rapid heart rate).
- Dry mouth.
- Constipation.
- Hypertension.
- Increased perspiration.
- The “fight or flight” reaction (alertness and readiness for action in order to avoid or escape harm).

Anxiety

An emotional response characterized by feelings of uneasiness and apprehension of a probable danger or misfortune. Patient who is anxious usually is unaware of the cause of the anxiety. Behaviours are similar to those seen with the fear, but are not usually as dramatic. Because the patient does not know its specific cause, he/she usually focuses on the physiologic symptoms of anxiety, to include:

- Fatigue.
- Insomnia.
- Diarrhoea or constipation.
- Urgency.
- Nausea.
- Anorexia.
- Excessive perspiration.

Stress

A state of strain or tension occurs in situations, which require an increased and often prolonged effort to adjust. Any factor that disturbs the physical, psychological, or physiological homeostasis of the body may be stressful.

As with fear, the body tries to rid itself of the factor causing the stress.

Physical signs of stress include:

- Ulcers.
- Hair loss.
- Insomnia.

Over Dependency or Feelings of Helplessness

Over dependency is a response characterized by feelings of helplessness while trying to search for help and understanding (to an extent beyond what is considered normal).

Helplessness is a response characterized by feelings of being unable to avoid an unpleasant experience.

While healthy people may show some degree of dependence on others during illness, this dependence often increases to the point of being harmful to the patient.

The over dependent patient may be fearful or angry.

Stages of the Illness Experience

During Recovery, Rehabilitation or Convalescence, the patient goes through a process of resolving his/her perceived loss or impairment of function.

Denial or Disbelief in Being Ill

Patient may avoid, refuse, or even forget needed care.

Patient may appear to flee toward health in trying to escape illness.

Acceptance of Being Ill

Becomes dependent on health care personnel

Focuses attention on symptoms and the illness

Gradually becomes less dependent.

Recovery, Rehabilitation, or Convalescence

May be a short or long period, depending on how much the patient's life-style must change as a result of the illness.

Patient goes through a process of resolving his/her perceived loss or impairment of function.

There are as many reactions to illness as there are patients.

Your kindness and understanding will help your patient to go through the hospitalization experience with a minimum of stress and anxiety.

It seems like stress is just an unavoidable part of today's fast-paced, competitive world. But is it really? Stress is the body's instinctive response to external environmental cues, as well as to one's inner thoughts and feelings. It is how you react to perceived danger — the “fight or flight” response, for example. But you do have some control over how stress operates in your life. Below, see the 7 different types of stress and read on for 9 methods for combating it.

PHYSICAL	: intense exertion, manual labor, lack of sleep, travel
CHEMICAL	: drugs, alcohol, caffeine, nicotine and environmental pollutants

	such as cleaning chemicals or pesticides
MENTAL	: perfectionism, worry, anxiety, long work hours
EMOTIONAL	: anger, guilt, loneliness, sadness, fear
NUTRITIONAL	: food allergies, vitamin and mineral deficiency
TRAUMATIC	: injuries or burns, surgery, illness, infections, extreme temperatures
PSYCHO-SPIRITUAL	: troubled relationships, financial or career pressures, challenges with life goals, spiritual alignment and general state of happiness

Stress is present in confinement and immobilization. Patients experience profound changes in emotional, social and cognitive status. Coping and stress are inter-related. Coping is an attempt made by an individual to resolve stress. The phenomenon of interest in the present study is "lived experiences" of women with PIH.

Quality of life measures have become a vital and often required part of health outcomes appraisal. Measurement of QOL provides a meaningful way to determine life impact of health care where cure is not possible. Stress, coping, and quality of life are important aspects when the effects of hypertension of pregnancy on women are examined. Coping reflects a process and includes active involvement over a period of time.

Thus, this study aims to identify stress, coping strategies, quality of life (QOL) and lived experiences patients challenged by chronic diseases. Stress, coping strategies and quality of life are measured using quantitative research approach whereas lived experiences are studied using phenomenology as a qualitative approach. The investigator has experience with quantitative research as faculty and research guide. But is interested as a novice to be exposed to qualitative research and believes that the blending of qualitative and quantitative data in a single project can be advantageous in developing evidence base for nursing practice, by using multimethod research. The researcher believes that it will be advantageous as the two methods have complementary strengths and weaknesses, an integrated approach can lead to theoretical and substantive insights into the multidimensional nature of reality.

Conclusion

In the era of globalization, competition has become a key issue in all sorts of industry as well as service sectors. Literature survey suggests that patient satisfaction and perceived service quality both should be considered together for the stability of a health care organization in a competitive environment. Researchers have suggested different models and methods of measuring patient satisfaction considering service quality as one of the antecedents.

Hospitals can enhance the quality of service delivered best when they combine functional and emotional benefits in their offerings. Emotional bonds between hospitals and patients are difficult for competitors to sever. To compete successfully in this territory, a growing number of organizations are systematically applying the principles and tools of customer-stress management to strengthen customer loyalty. Unlike many product or service enhancements, the holistic nature of these experiential designs makes them very difficult for competitors to copy.

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ROLE OF FINANCIAL INCLUSION IN INFLUENCING INVESTOR'S BEHAVIOUR : AN EMPIRICAL STUDY

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Abstract

Financial Inclusion is the phenomena on which government is focusing now days. We have the ample evidence that the poor lacks the basic financial services. The government of India has brought financial inclusion to the fore to alleviate the poor in the society. However, the nature of poverty and deprivation, the livelihood, and the financial needs of the poor vary widely across different contexts. In India, for instance, the financial needs and practices of the poor differ across rural and urban areas. The paper examines the Investor buying behavior of urban and rural people for financial assets. There is by now ample evidence that the poor lack access to basic financial services. It is, therefore, no surprise that financial inclusion has become a focus of attention for development professionals seeking to alleviate poverty around the world. The poor households in rural India face greater uncertainty in terms of their livelihoods and lack access to infrastructures such as roads, railways, health facilities, education, and safe drinking water, not to mention financial services and non-farm employment opportunities. The urban poor also suffer from such deprivations but at a lesser degree. However, the nature of poverty and deprivation, the livelihood, and the financial needs of the poor vary widely across different contexts. In India, financial inclusion has attained greater stage to address the financial needs and practices of the poor's. An in-depth understanding of the financial behavior of the rural and urban poor is essential for designing the right product-mix that addresses their needs. This paper focuses of the investment pattern of both rural and urban people as well as their investment preferences.

Key Words : Investment Avenues, Investment Pattern, financial Inclusion etc.

Introduction

Eradication of poverty through inclusive growth has become the mainstay of development policy pedagogy in India over the past decades. Despite the phenomenal spread of microfinance in India, financial inclusion remains a distant dream. Poor households still lack access to dependable savings, credit and insurance products. High transaction costs of formal financial services are the greatest challenge that development practitioners face in reaching out to the poor. And yet, the focus on costs often ignores other important factors that play into the uneven distribution of poverty and financial exclusion across different populations within the country.

If we analyze poverty from a "capability" perspective then it is pertinent to note that the nature of poverty and severity of deprivations vary between rural and urban India.

An integral strategy of a successful poverty alleviation program is to secure access to finance for poor households. To this end, in the early 1980s, a microfinance movement began in India under the patronage of the National Bank for Agriculture and Rural Development (NABARD). The movement led to the formation of self-help groups (SHG)—small groups of members (10-20) who made equal and regular contributions towards a common fund to be used to lend

to members in times of need. SHGs operate as a sort of microcredit institution. The movement made rapid strides in rural India where it has become an important engine of financial inclusion. Growth of urban microfinance, on the other hand, is a recent phenomenon and has received considerable attention of social researchers in recent years. A stalling of growth of microfinance in the rural areas and untapped demand for credit in urban areas are the prime reasons behind this growth. The aim of behavioural finance is to analyses the phenomena of market keeping in view the psychological factors involved in the behaviour of investors. Behavioural Finance mainly focuses on how investors interpret and act on micro and macro information to make investment decisions. The behavior of investors plays key aspects in choosing the right financial assets. The behavior of the Investor can be affected by many of internal as well as external environment. The demographical factors play critical role in determining individual buying behavior for any goods or even service. Many researchers have been conducted to identify Investor buying behavior to identify how Investors are making financial planning to satisfy their future financial need. After initialization of reforms in 1991, Indian economy had seen dramatic changes in almost each and every sector of the country. The financial sector is one of them, since reforms, many new private (domestic and foreign) players have had come up to influence the buying behavioral pattern of Indian Investors specifically for financial assets. Most of the marketing

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companies are now penetrating urban and rural regions of the country. Today, Investors have large number of option available for investment i.e. Stock market, Bank F.D., Insurance (ULIPS), Mutual funds, PPF, NSC, KVP, Real Estate etc. Against all the shortcomings the study focus on the investment pattern of both rural and urban people and a comparison is being made for investible assets

Literature Review

A number of attempts have been made by researchers to identify the types of information that investors need to choose a definite share. These studies have empirically identified the influential factors in choosing different stocks by surveying the behaviour of two levels of institutional and individual investors. Potter (1971) and Baker and Haslem (1974) observed several profitability variables such as dividends, rapid growth and quick profits beside other variables such as investment for saving purposes and long-term growth were empirically identified as effective factors on the attitudes of individual investors in making investment decisions. Peter (1970) carried out a study to identify those factors which motivate or guide the investment decisions of the small stock investors. The study identified factors such as income from dividends, rapid growth, purposeful investment as a protective outlet of savings and Professional investment management. In the study of Baker and Haslem (1973) importance of accounting information for investment decisions was identified as one of the selection criteria. Financial statements were also found to be another important source of information for a minority of individual investors in some other studies. Further, evidence revealed that corporate reports are dramatically considered by investors as the most important sources of information for investment decisions (Abdulla, 1992). According to importance of the various sources of corporate information, Abu-Nassar and Rutherford (1996) argued that the annual corporate reports are the most important source of information to make decision the different groups of investors.. Moreover, in study of Wharton, an attempt to examine how demographic variables such as age, income, education level, etc., affect the investment choice and portfolio composition process was provided. Shanmugam (1990) studied a group of 90 investors to examine the factors affecting investment decision. The study focused its analysis on the investment objective and the extent of awareness on factors affecting investment decision. The study found that the Indian investors were high risk takers. The investors possessed adequate knowledge of government regulations, monetary and fiscal policy. Ramprasath .S and Dr. B. Karthikeyan , December 2013, on individual investors' behavior towards select investments, states that the majority of the investors

are giving much importance for the factor "safety". Similarly investment avenues such as Bank deposits, LIC policies and Bullion has been preferred by the individual investors. Similarly the majority of the investors are periodically evaluating the performance of their investment avenues.

Research Methodology

The research design for the study is descriptive in nature. The primary data from the small investors living in Bangalore and nearby places a Structured Questionnaire. The sample size covered 100 small investors who were spread through five different business centers. The important business centers, where large number of investors is available, are identified for this study using Purposive Sampling Method. In order to collect referred information from the small investors, the sampling design was carefully decided and properly chosen for the study. Thus, this study was based on the responses by 60 selected respondents from the small investors.

The respondents were asked to evaluate the importance of variables which were grouped from the survey of literature and personal interviews with select investors, There were multiple choices against each of the variables The independent variables selected for this study are demographic characteristics, namely, gender, age, marital status, educational qualification, occupation, number of family dependants, domicile and annual income and they were measured on nominal scale. The data whatsoever collected were analyzed through the application of statistical tools SPSS 17. With the help of SPSS we try to establish the relationship between dependent and independent variables.

Objective of the study

To study the Investment pattern of individuals in the financial market and to judge their investment preferences

Hypothesis of the study :

H0 : The investor's believe that many factors do influence their future investment pattern.

H1 : The investor's believe that many factors do not influence their investment pattern.

Analysis & Interpretation

a. Demographic Analysis

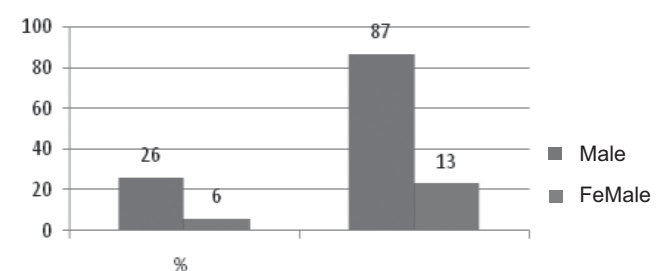


Fig. 1

Interpretations: The table1 indicates that out of the total respondents, 87% were male and 13% were female. Majority of the investors are male.

b. Annual income of investor :

Interpretation: out of 30 respondents, 63% respondents belongs to the income group of 2-5 lakhs. 20 % of population belongs to income level of 1-2 lakhs. 13% of population belongs to higher income group.

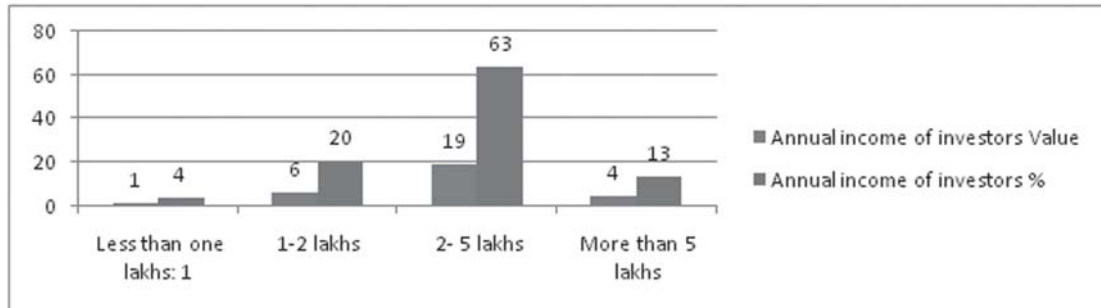


Fig. 2

c. Financial literacy level of Investor :

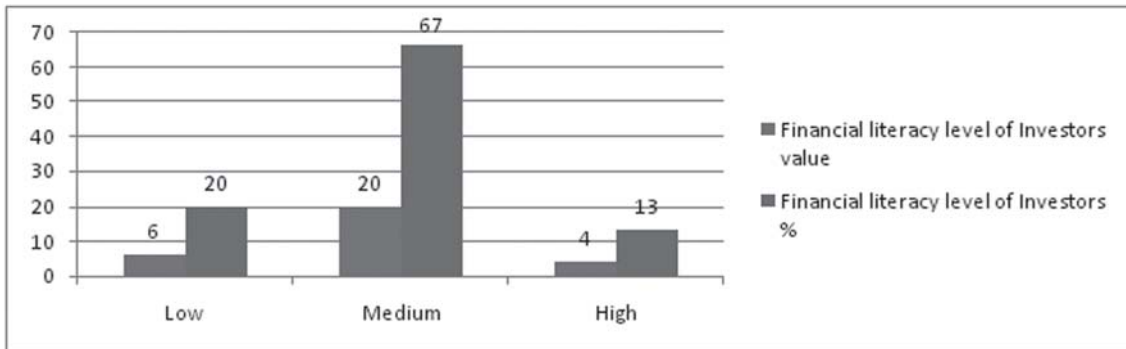


Fig. 3

Interpretation: Out of total population 67% of population has medium financial Literacy level. 20% of population has low level of financial literacy. 13% of population has very high level of financial literacy.

D. Investment Familiarization:

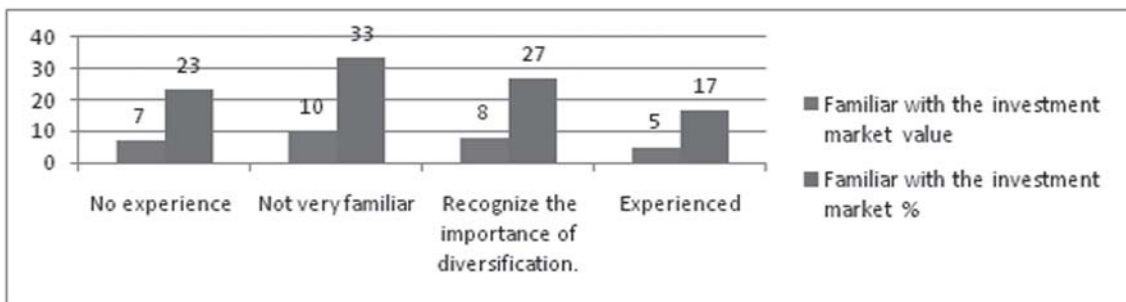


Fig. 4

Interpretation: Out of total population 33% of population is not very familiar with the investment market. 27% of population recognizes the importance of diversification. 23% of population doesn't have any experience of the market. While 17 % of population have experience in investment market.

e. Time period of Investment:

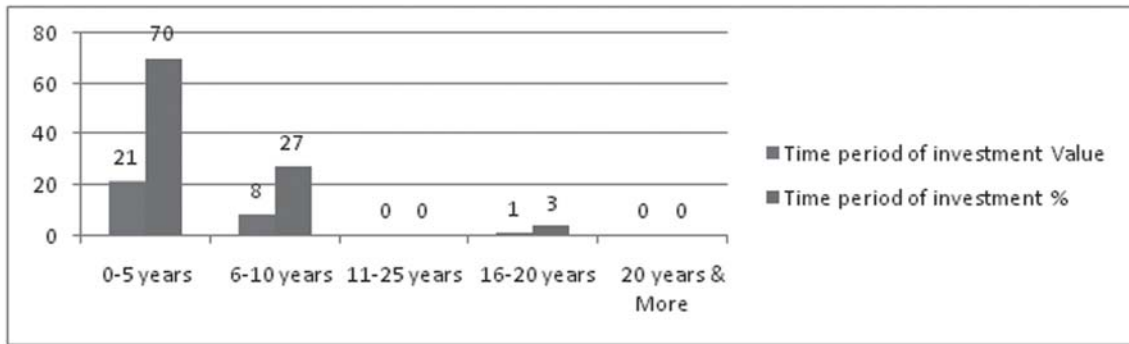


Fig. 5

Interpretation: 70% of population has invested in the stock market for a period ranging from 0-5 years. 27% of population has invested in the stock market for the time period 6-10 years. Long term investment is only 3% of total investors.

f. Reasons behind investment options:

Interpretation: Out of total population the 37% of investors believe self awareness behind investments option. 26% of population makes investment on the recommendations of friends and relative. 19% of population believes in financial advisor. Least of the investors go with broker’s advice.

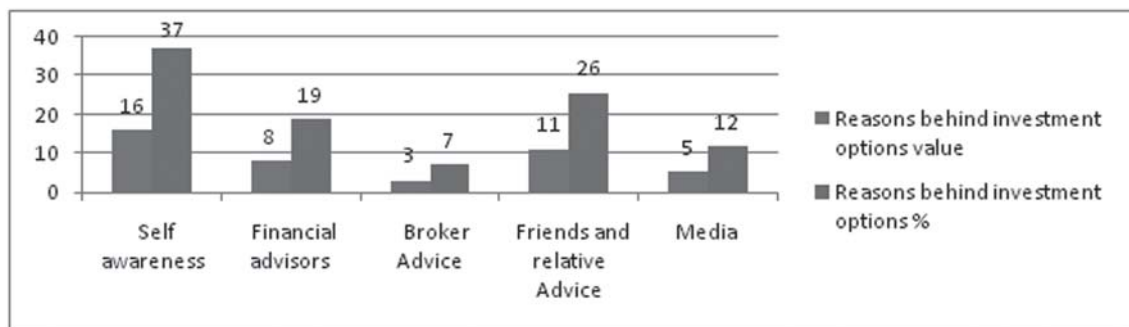


Fig. 6

g. Annual Return of the Investors :

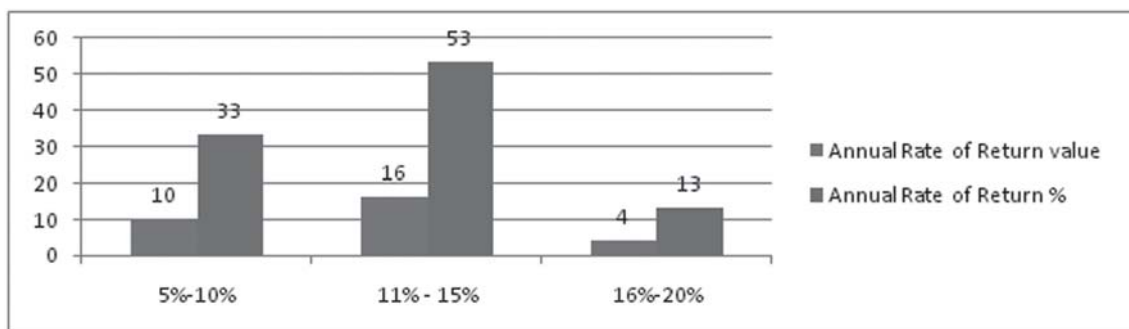


Fig. 7

Interpretation: Out of total respondents 53% of the respondents prefer 11-15% annual return. 33% of respondent prefers 5-10% as annual return. 13% of respondents prefer 16-20% .

Hypothesis Testing :

- a) H0 : There is no significant relationship between Annual Income & Annual Savings.
- H1 : There is significant relationship between Annual Income & Annual Savings

Table - 1 : Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.535 ^a	.287	.261	1.436	.287	11.250	1
a. Predictors: (Constant), annual income							

Interpretation :

- a. Based on the 't' values and its significance the hypothesis is rejected which indicates there is a positive relationship between income and savings
- b. There is a significant relationship between Annual Income and Annual Savings.
- c. So null hypothesis is rejected and alternate hypothesis is accepted.
- b) H0 : There is no significant relationship between Risk tolerance and Financial Literacy.
- H1 : There is a significant relationship between Risk tolerance and Financial Literacy.

Table - 2 : Correlations						
		annualsav	Equity	Corp Deben	Company FD	BankDep
Pearson Correlation	annualsav	1.000				
	Equity	.373	1.000			
	CorpDeben	.320	.378	1.000		
	CompanyFD	-.005	.094	.464	1.000	
	BankDep	.182	.236	.250	-.018	1.000
	PPF	.373	.400	.378	.094	-.047
	Lifeins	.345	.000	.200	.200	-.200

Interpretation :

- a. Based on the correlation values the hypothesis is rejected which indicates there is a no significant relationship between Risk tolerance and Financial Literacy
- b. So null hypothesis is rejected and alternate hypothesis is rejected.
- c) H0 : There is no significant relationship between risk tolerance limit and annual Income.
- H1 : There is significant relationship between risk tolerance limit and annual Income

Table - 3 : Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.615	.330		4.887	.000
	annualincome	.076	.111	.128	.685	0.01
a. Dependent Variable: Tolerancelimit						

Interpretation :

- a. Based on the 't' values and its significance the null hypothesis is rejected which indicates there is a no significant relationship between Gender and Attitude for Investment
- b. So alternate hypothesis is accepted which signify there is significant relationship between annual income and risk tolerance limit.
- d) H0 : There is no significant relationship between Gender and choice of Investment.
H1 : There is significant relationship between Gender and choice of Investment.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.267	.774		2.930	.007
	Gender	.081	.594	.026	.136	.893

a. Dependent Variable: Reason

Interpretation:

- a. Based on the 't' values and its significance the null hypothesis is accepted which indicates there is a significant relationship between gender and choice of investment.
- b. So alternate hypothesis is rejected which signify there is significant relationship between gender and choice of investment.

Conclusion :

From the above analyses it can be inferred that the male investors in the urban societies has dominance. Unlike institutional investors, individual investors are believed to be less informed, have psychological biases and also thought of as the proverbial noise traders in the stock market. Their investment pattern shows Life Insurance and PPF as preferred options. The level of self awareness is low. And the investors are not familiar with other choice of investments. However the annual income and annual savings shows positive correlation which signifies people are willing to make investment. But as they lack financial literacy there is no relations found confining to risk tolerance and financial literacy. So, it is imperative to educate the rural and urban societies about the significance of financial inclusion. So in the Indian context we find that the dichotomy exists. The government of India has programmed many financial inclusive activities but the rural and urban societies are hardly benefited with these financial inclusive activities.

Limitations :

The reluctance of the respondents to part with information relating to their income and investment made the data collection very difficult. Respondents did not want to

reveal their income and savings in absolute terms hence the questionnaire had to be modified to get the data relating to the income level and savings level. Some of the respondents are indecisive with respect to different investment related queries. They are not sure of their goals in savings and investments. The responses may not be valid. There is various investment avenues in the capital market but the investors were confined mainly to the investment in LIC and bank Deposits.

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GREEN MARKETING IN INDIA – CURRENT SCENARIO

R.Senthilkumar¹

Abstract

This paper focuses on Green environmental marketing and ecological marketing. Green marketing is the marketing of products that are presumed to be environmentally preferable items to others. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, sustainable packaging, as well as modified advertising. Green, environmental and eco-marketing are parts of the new marketing approaches which do not just refocus, adjust or enhance existing marketing thinking and practice, but seek to challenge those approaches and provide a substantially different perspective. In more detail Green, environmental and eco-marketing belong to the group of approaches which seek to address the lack of fit between marketing as it is currently practiced and the ecological and social realities of the wider marketing environment.

KEY WORDS : Green Environmental Marketing, Ecological Marketing.

Introduction :

According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging as well as modified advertising. Yet, defining green marketing is not a simple task where several meanings interact and contradict each other; an example of this will be the existence of varying social, environmental and retail definitions attached to green marketing. Other similar terms used are Environmental Marketing and Ecological Marketing. Thus, "Green Marketing" refers to holistic marketing concept wherein the production, Marketing Consumption and disposal of products and services happen in a manner that is less detrimental to the environment scenario with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the need for switch in to green products and services.

Green Marketing in India

The term Green Marketing came into prominence in the late 1980s and early 1990s. The American Marketing Association (AMA) held the first workshop on "Ecological Marketing" in 1975. The proceedings of this workshop resulted in one of the first books on green marketing entitled "Ecological Marketing".

The past decade has shown that harnessing consumer power of effect-positive environmental change is far easier said than done. The so-called "green consumer" movements in the U.S. and other countries have struggled to reach core mass to remain in the forefront

of shopper's minds. While public opinion polls taken since the late 1980s have shown consistently that significant percentage of consumers in the U.S and elsewhere profess a strong willingness to favor environmentally conscious products and companies, consumer's efforts to do so in real life have all along remained sketchy at best.

Green Products and Its Characteristics

The products that are manufactured through green technology and which cause no environmental hazards are called green products which include flowers, orchids, and fruits. Promotion of green technology and green products is necessary for conservation of natural resources and sustainable development. We can define green products by following measures:

1. Products those are originally grown,
2. Products those are recyclable, reusable and biodegradable.
3. Products with natural ingredients.
4. Products containing recycled contents, non-toxic chemical,
5. Products contents under approved chemical.
6. Products that do not harm or pollute the environment,
7. Products that will not be tested on animals,
8. Products that have eco-friendly packaging (i.e.) reusable, refillable containers etc.,

Challenges In Green Marketing

(i) Need for Standardization :

It is found that only 5% of the marketing messages from "Green" Campaigns are entirely true and there is a lack of standardization to authenticate these claims. There is no standardization to authenticate these claims. There is no standardization currently

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in place to certify a product as organic. Unless some regulatory bodies are involved in providing the certifications there will not be any verifiable means as to their genuineness. A standard quality control board needs to be in place for such labeling and licensing.

(ii) New Concept

Indian literate and urban consumer is getting more aware the merits of Green products. However, it is still a new concept for the masses. The consumer needs to be educated and made aware of the environmental threats. The new green movements need to reach the masses and that will take a lot of time and effort. By India's Ayurvedic heritage, Indian consumers do appreciate the importance of using natural and herbal beauty products. Indian consumer is exposed to healthy living lifestyles such as yoga and natural food consumption. The consumer is already aware of these aspects and will be inclined to accept the green products although selectively.

(iii) Patience and Perseverance

The Investors and corporate need to view the environment as a major long-term investment opportunity, the marketers need to look at the long-term benefits from this new green movement. It will require a lot of patience and no Immediate results. Since it is a new concept and idea, it will have its own acceptance period.

(iv) Avoiding Green Myopia

The first rule of green marketing is focusing on customer benefits. i.e. the primary reason why consumers buy certain products in the first place. If we do this right and motivate consumers, they will be ready switch brands or even pay a premium for the greener alternative. It is not going to help if a product is developed which is green in various aspects but does not pass the customer satisfaction criteria. This will lead to green myopia or green mania. In addition, if the green products are priced very high then again it will lose its market acceptability.

Golden Rules of Green Marketing :

- * Know your customer through field survey etc.,
- * Educating your customers
- * Being Genuine & Transparent
- * Reassure the Buyer for quality improvement.
- * Consider your pricing.
- * Giving your customers an opportunity to participate by getting feedback.

- * Thus leading brands should recognize that consumer expectations have changed.

Green Marketing – Adopts By The Farms :

Green marketing has been widely adopted by the firms worldwide and the following are the possible reasons cited for this wide adoption.

(i) Opportunities

As demand changes, many firms see these changes as an opportunity to exploit and have a competitive advantage over firms marketing non-environmentally responsible alternatives.

(ii) Government and Consumer Protection

As with all marketing related activities, governments want to "Protect" consumer and society; this protection has significant green marketing implications. Government regulations relations to environmental marketing are designed to protect consumers in several ways, (a) Reduce production of harmful goods or by-products modify consumer and Industry's use and / or consumption of harmful goods.

- (b) Ensure that all types of consumers have the ability to evaluate the environmental of goods. Governments establish regulations designed to control the amount of hazardous wastes produced by firms.

(iii) Competitive Pressure

Another major force in the environmental marketing area has been firm's desire to maintain their competitive position. In many cases firms observe competitors promoting their environmental behaviors and attempt to emulate this behavior. In some instances this competitive pressure has caused an entire industry to modify and thus reduce its detrimental behavior, For example when one tune manufacture stopped using driftnets, the others followed suit.

(iv) Social Responsibility

Many firms are beginning to realize that they are members of the wider community and therefore must behave in an environmentally responsible fashion. This translates into firms that believe that must achieve environmental objectives as well as profit related objectives. This results in environmental issues being integrated into the firms corporate culture.

Reports of Green Marketing :

Interestingly, green marketing continues to be an issue of five global interests. In fact, Google Trends reports that, on a relative basis, more searches for "green

marketing” originated from India than from any other country.

Table - 1

Sl.No.	Country	Rank
1	India	I
2	United Kingdom	II
3	United States	III
4	Thailand	IV
5	Australia	V
6	Canada	VI
7	China	VII

E-Source : www.epa.qld.gov.au/sustainable_Industries.

Many companies are adopting green for capturing market opportunity of green marketing.

The Future of Green Marketing

There are many lessons to be learned to avoid green marketing myopia, the short version of all this is that effective green marketing requires applying good marketing principles to make green products desirable for consumers. The question that, remains, however, is, what is green marketing's future? Business scholars have viewed it as a speculative and “fringe” topic, given that environmentalism's acceptance of limits and conservation does not mesh well with marketing's traditional axioms of “give customer what they want” and “sell as much as you can”. Evidence indicates that successful green products have avoided green marketing myopia by following three important principles :

- Design environmental products to perform as well as (or better than) alternatives.
- Promote and deliver the consumer desired value of environmental products and target relevant consumer market segments.
- Broaden mainstream appeal by bundling consumer desired value into environmental products.

Conclusion

Now this is the right time to select “Green Marketing” globally. It will come with drastic change in the world of business if all nations will make strict roles because green marketing is essential to solve world from pollution. From the business point of view because a clever marketer is one who not only convinces the consumer, but also involves the consumer in marketing his product.

Marketers also have the responsibility to make the consumers understand the need for and benefits of green products as compared to non-green ones. In green marketing, consumers are willing to pay more to maintain cleaners, and greener environment. Finally, consumers, industrial buyers and suppliers need to pressurize efforts on minimize the negative effects on the environment friendly. Green marketing assumes even more importance and relevance in developing countries like India which offer a wide scope and good chance for successful entrepreneurs.

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THE SOCIO-ECONOMIC CONDITIONS OF COIR WORKERS IN THANJAVUR DISTRICT

R.Senthilkumar¹

Abstract

Coir industry is one of the Village and Cottage industries in India. It provides employment opportunities and generates income to the people and thereby improving the standard of living of the people particularly in rural areas. Coir sector in India is dynamic and vibrant and it involves households, privates, co-operatives, NGOs, manufacturers and exporters. The coir industry in India provides employment to about 7,00,000 persons of whom majority are from rural areas belonging to the economically very weaker sections of the society. Nearly 80 percent of the coir workers in the fibre extraction and spinning sectors are women. India accounts for more than two-thirds of the world production of coir and coir products earning foreign exchange to the tune of Rs. 700 million through exports and coir products. The socio-economic factors of the people determine the standing in the society and also the standard of living of them. The factors like age, sex, marital status, community, education, experience, monthly income and expenditures are taken into account in order to measure the socio-economic conditions of the workers those who are engaged in different areas of coir units. In view of the significant role played by the coir workers, an attempt is made in the study to measure the socio-economic conditions of the coir workers in Thanjavur district.

Key words : Coir Industry, Employment and Socio-Economic variables.

Introduction

Unorganized industrial sector plays a vital role in employment generation and economic development of a nation. Unorganized sector is very suitable sector to the rural people for providing employment opportunities as well as generating income. The family workers mostly engaged in the unorganized industrial sector for their livelihood. According to the Ministry of Labour and Employment Government of India, Unorganized sector means an enterprise owned by individuals or self-employed workers managing in the production or sale of goods or providing service of any kind whatsoever, and where the enterprise employs workers, the number of such workers is less than ten. "The contribution of the self-employed women in unorganized sector is enormous to the economy". India's Ministry of Labour, in its 2008 report, classified the unorganized labour force in India into four groups namely occupation, nature of employment, especially distressed categories and service categories. "Workers working in the unorganized sectors even though contributing a major share to the national development are unsecured and backward socio-economically, educationally, politically and in other aspects".

According to 2001 Census, India had 12.6 million children, aged 5–14, who work either part-time or full-time. Of these over 60 percent of the work is in unorganized agriculture sector, and the rest in other

unorganized labour markets. Poverty, lack of schools, poor education infrastructure and growth of unorganized economy are considered as the most important causes of child labour in India. Coir industry is being an unorganized sector in India provides employment opportunities as well as income to the people. Coir sector is being unorganized presently, this article assumes significance in analysis the socio-economic conditions of the workers engaged in coir units especially in Thanjavur district of Tamilnadu state.

Review of Literature

Sivanesan (2013) in his article, "A Study on Socio-economic Conditions of Women Workers in Cashew Industries of Kanyakumari District", had rightly pointed out that out of 50 respondents, 33.35 percent of the respondents level of satisfaction is moderate, 28 percent of the respondents level of satisfaction is very low, 25.30 of respondents level of satisfaction is low but only 1.35 level of satisfaction is high. The socio-economic status of women workers will be improved only if adequate measures are taken to overcome their problems. He also pointed out that the state and central governments could formulate many policies to increase the welfare of the workers. Rathakrishnan and Sellammalle (2001) in their article, "Micro-Women Entrepreneurs and Socio-Economic Empowerment: A Study", had found that the average annual family income of the women is Rs. 22, 850 and they are contributed to their family on an average

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is Rs. 18,720 (82 percent) per annum. Further, they had stated that women are contributing more income to their family than their counterpart. They had concluded that the participation of women in uplifting the socio-economic status of the family is paramount and significant.

Importance of the Study

Unemployment problem is increasing in the developing countries like India. In India, 75 percent of the people living in rural areas and they depend on agriculture for their livelihood. Coir industry in India is one of the Agro-based, Village and Cottage industry which provides employment opportunities and generates income to the people particularly in rural areas. Coir industry is suitable to women workers for providing employment and their livelihood. "In India, women-workers constitute about one-fifths of the total work force in the overall economic activity". Further, Coir industry in India is a labour intensive-industry which provides employment opportunities to the people particularly rural folk. "It provides employment to more than 7,00,000 persons of whom majority are from rural areas belonging to the economically very weaker sections of the society. Nearly 80 percent of the coir workers are women employed in the fibre extraction and spinning activities". The socio-economic status of the people determines the standard of living of the people. "The socio-economic condition of coir workers is generally very poor and most of the workers are living below poverty line".

Objectives of the Study

The main objectives of the present study are

- To understand the socio-economic conditions of coir workers in Thanjavur district.
- To know the wage structure and working conditions of the coir workers in the study area
- To measure the satisfaction level of the coir workers in Thanjavur district
- To provide suitable suggestions for overcoming the problems of coir workers.

Statement of the Problem

Unemployment, underemployment, poverty, inadequate and irregular payment of wages, experience, non-availability of social security, unfavourable working conditions and inadequate welfare facilities are the major problems faced by the coir workers in Thanjavur district especially in rural areas. The people those who are living below poverty line are badly need of employment as well as income so as to meet the day-to-day expenses and

for their livelihood. Agriculture is the major occupation of the people in Thanjavur district. It is a seasonal occupation but the people need regular employment. Coir sector in India is dynamic and vibrant and it involves households, privates, co-operatives, NGOs, manufacturers and exporters for employment as well as income purposes. Further, coir industry is very suitable to the rural people in Thanjavur district especially for women employment.

Collection of Data

The present study is based on both primary as well as secondary data. The primary data for the study was collected from the workers those who are engaged in different aspects of coir units through proper interview schedules and direct observations. The secondary data were collected from the official records of Coir Board, journals, magazines and available websites in the field.

The researcher has directly approached 150 sample workers engaged in coir units in both Pattukkottai and Peravurani taluks of Thanjavur district at non-random (convenience sampling) sample method. Pattukkottai and Peravurani are the major taluks in Thanjavur district in terms of coconut cultivation, and coir production as well as consumption. Out of 150 samples of coir workers, 143 workers were co-operative and responded to collect the necessary information whereas the remaining 7 workers were not responded and no information was collected from them. Therefore, the entire sample consists of 143 in both Pattukkottai as well as Peravurani taluks.

Sampling Distribution

For the present study, 150 sample coir workers were selected and the necessary information was collected from them. In the aggregate sample coir workers, one thirds of the samples in each categories of coir sector were collected i.e 50 samples from household sector, 50 samples from private coir sector and remaining 50 samples from co-operative coir sector. Out of 150 samples coir workers, 50 percent of the samples were collected in each taluk of Thanjavur district namely Pattukkottai and Peravurani.

Methodology of the Study

The collected data for the present study were grouped, tabulated analysed, processed and presented in the form of simple frequency tables. The statistical tools like the simple percentages and high square tests were employed in the study so as to analyse and interpret the data and to draw a meaningful conclusion in the form of recommendation to the concerned.

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Scope of the Study

The study covers both male and female workers engaged in different areas of coir sectors viz., household units, private coir units and co-operative units working in Thanjavur district especially in two taluks of Thanjavur district viz., Pattukkottai and Peravurani which are major coir producing taluks besides the availability of coconut husks in plenty. The period of the study covered one year i.e 2014-2015.

Hypotheses

The following hypotheses were framed and tested in order to bring out the result.

- There is no significant relationship between the age of the workers and their nature of satisfaction.
- There is no significant relationship between the sex of the workers and their nature of satisfaction.
- There is no significant relationship between the experience of the coir workers and their nature of satisfaction.
- There is no significant relationship between the monthly income of workers and their nature of satisfaction.

Table -1 : Age Groups of The Sample Workers In Coir Units

Age Groups	Satisfied	Not Satisfied	Total
Below 25	37	20	57
25 - 35	25	13	38
35 - 45	20	9	29
Above 45	13	6	19
Total	95	48	143

Source : Primary data

The age groups of the coir workers employed at where is presented in table-1. The total number of coir workers were 143, of which 66.43 percent was satisfied and 33.57 percent was unsatisfied. Out of 95 satisfied coir workers, 38.95 percent was in the age group of below 25 years, 26.32 percent was in 25 to 35 age groups, 21.05 percent was 35 to 45 age groups and 13.68 percent was in above 45 age group category.

Among unsatisfied, 41.67 percent was in the age group of below 25, 27.08 percent was in the age group of 25 to 35 years, 18.75 percent was in 35 to 45 age groups and percent was in above 45 age group category. Therefore, a major portion of coir workers was in below 25 years which accounted for 39.86 percent.

To verify statistically whether there is any significant relationship between age of the workers and their nature of satisfaction, the following hypotheses were framed and the data were subjected to X² test, the working results were as follows.

H₀ : There is no significant relationship between the age of the workers and their nature of satisfaction.

H₁ : There is no significant relationship between the age of the workers and their nature of satisfaction.

$$\chi^2 = \sum \frac{(O-E)^2}{E} \quad O - \text{Observed value} \quad E - \text{Expected value}$$

O	E	(O-E)	(O-E) ²	(O-E) ² /E
37	37.87	0.87	0.76	0.020
25	25.24	0.24	0.06	0.002
20	19.27	0.73	0.53	0.028
13	12.62	0.38	0.14	0.011
20	19.13	0.87	0.76	0.040
13	12.76	0.24	0.06	0.005
9	9.73	0.73	0.53	0.281
6	6.38	0.38	0.14	0.020
143	143			0.407

$$\begin{aligned} \text{Degree of freedom} &= (r-1) \times (c-1) \\ &= (4-1) \times (2-1) \\ &= 4 \end{aligned}$$

⁶. Srinivasan, R., "Coir: The Golden Fibre", Facts for you, Vol. 31, No. 11, August 2011

⁷. Jose, V.S. and Sankaranarayanan, K.C., "Coir Industry Performing Below Expectations", Facts for you, Vol.23, No.5, February 2003.

As the calculated 'Chi'-square value 0.407 is less than the table value 9.488 at 5 percent level of significance with 4 d.f., the null hypothesis is accepted. Hence, it is concluded that there is no significant relationship between the age of workers and their nature of satisfaction.

Table - 2 : Gender of The Coir Workers In Thanjavur District

Gender	Satisfied	Not satisfied	Total
Male	8	17	25
Female	87	31	118
Total	95	48	143

Source : Primary data

It understood that from table-IV.2 that the gender of the workers those who are engaged in coir units. The total number of workers was 143 of which 21.18 percent of the workers were male and 82.52 percent were female. Out of 95 satisfied workers, 8.42 percent were male and 91.58 percent were female. Out of 48 not satisfied workers, 35.42 percent were male and remaining 64.58 percent were female. Therefore, the major portion of the coir workers in both categories was satisfied which accounting for 66.43 percent.

To verify statistically whether there is any significant relationship between sex of the workers and the nature of satisfaction, the following hypotheses were framed and the data were subjected to X2 test, the working results were as follows.

H0 : There is no significant relationship between the sex of the workers and their nature of satisfaction.

H1 : There is no significant relationship between the sex of the workers and their nature of satisfaction.

O	E	(O-E)	(O-E) ²	(O-E) ² /E
8	16.61	8.61	74.31	4.463
87	78.39	8.61	74.13	0.946
17	8.39	8.61	74.13	8.836
31	39.61	8.61	74.13	1.871
143	143			16.116

As the calculated 'Chi'-square value 16.116 is greater than the table value 3.841 at 5 percent level of significance with 1 d.f., the null hypothesis is rejected. Hence, it is concluded that there is significant relationship between the sex of workers and their nature of satisfaction.

Table - 3 : Marital Status of The Coir Workers In Thanjavur District

Marital status	Satisfied	Not satisfied	Total
Unmarried	35	9	44
Married	48	13	61
Widows	14	8	22
Divorcees	11	5	16
Total	108	35	143

Source : Primary data

From table-3, it could be understood that the marital status of the coir workers in Thanjavur district. Out of 143 coir workers, 30.77 percent were unmarried, 42.66 percent were married, 15.38 percent were widows and 11.19 percent were divorcees. The total number of satisfied coir workers was 108 of which 32.41 percent were unmarried, 44.44 percent were married, 12.96 percent were widows and 10.19 percent were divorcees. Out of 35 unsatisfied workers, 25.71 percent were unmarried, 37.14 percent were married, 22.86 percent were widows and 14.29 percent were divorcees.

Table - 4 : Community-wise Classification of Coir Workers In Thanjavur District

Marital status	Satisfied	Not satisfied	Total
BC	23	7	30
MBC	37	10	47
SC	52	14	67
Total	112	31	143

Source : Primary data

From table-5, it could be understood that the community status of the coir workers. Out of 143 coir workers, 20.98 percent was backward class, 32.17 percent was most backward class and 47.55 percent was scheduled class. Out of 110 satisfied coir workers, 20.91 percent was backward class, 31.82 percent was most backward class and 47.27 percent was scheduled class. There were 36 coir workers were not satisfied of which 22.58 percent was backward class, 32.26 percent was most backward class and 45.16 percent was scheduled class.

Table - 5 : Educational Qualification of The Coir Workers In Thanjavur District

Educational Qualifications	Satisfied	Not satisfied	Total
Illiterates	28	10	30
Primary School Level	44	14	58
High School Level	17	8	26
Higher Secondary Level	12	5	17
Total	106	37	143

Source : Primary data

It observed from table-4 that the educational qualification of coir workers. The total number of coir workers was 143 of which 20.98 percent was illiterates, 40.56 percent had school level education, 18.17 percent had high school level education and 11.89 percent had higher secondary school education. Out of 106 satisfied workers, 26.42 percent was illiterates, 41.51 percent had school level education, 16.05 percent had high school level education and 11.32 percent had higher secondary school education. There were 37 workers not satisfied of which 27.03 percent was illiterates, 37.84 percent had school level education, 21.62 percent had high school level education and 13.51 percent had higher secondary school education.

Table - 6 : Experience of The Coir Workers In Thanjavur District

Years of experience	Satisfied	Not satisfied	Total
Below 3 years	65	19	84
3 - 5 years	34	12	46
Above 5 years	16	7	23
Total	115	38	143

Source : Primary data

From table-, it could be understood that the experience of the coir workers. The total number of coir workers was 143 of which 80.43 percent was satisfied and remaining 26.57 percent was not satisfied. Out of 115 satisfied workers, 56.52 percent had below 3 years of experience, 29.57 percent had 3 to 5 years of experience and 13.91 percent had above 5 years of experience. The total number of not satisfied coir workers was 38 of which 50 percent had below 3 years of experience, 31.58 percent had 3 to 5 years of experience and 18.42 percent had above 5 years of experience.

To verify statistically whether there is any significant relationship between marital status of the workers and the nature of satisfaction, the following hypotheses were framed and the data were subjected to X² test, the working results were as follows.

H₀ : There is no significant relationship between the experience of the coir workers and their nature of satisfaction.

H₁ : There is significant relationship between the experience of the coir workers and their nature of satisfaction.

O	E	(O-E)	(O-E) ²	(O-E) ² /E
65	67.55	-2.55	6.50	0.096
34	36.99	-2.99	8.94	0.242
16	18.50	-2.50	6.25	0.338
19	22.32	-3.32	11.02	0.494
12	12.22	-0.22	0.05	0.004
7	6.11	0.89	0.79	0.130
143	143			1.304

As the calculated 'Chi'-square value 1.304 is less than the table value 5.991 at 5 percent level of significance with 2 d.f., the null hypothesis is accepted. Hence, it is concluded that there is no significant relationship between the experience of coir workers and their nature of satisfaction.

Table - 7 : Family Size of The Coir Workers In Thanjavur District

No. of persons	Satisfied	Not satisfied	Total
Below 3	16	7	23
3 - 5	55	23	78
Above 5	32	10	42
Total	103	40	143

Source : Primary data

Table-7 explains that the family members of the coir workers. Out of 143 coir workers, 72.03 percent was satisfied and 27.97 percent was not satisfied. In case of satisfied workers, 11.19 percent had below 3 persons, 38.46 percent had 3 to 5 persons and 22.38 percent had above 5 persons. Out of not satisfied workers, 17.50 percent had below 3 persons, 57.50 percent had 3 to 5 persons and 25 percent had above 5 persons. Therefore, the major portion of coir workers had 3 to 5 persons which accounted for 54.55 percent.

Table - 8 : Monthly Income of The Coir Workers In Thanjavur District

Levels of Income (in Rs.)	Satisfied	Not satisfied	Total
Below 4,000	48	22	70
4,000 - 5,000	32	14	46
Above 5,000	17	10	27
Total	97	46	143

Source: Primary data

From table-10, it understood that the monthly income of the coir workers. The total number of coir workers was 143 of which 67.83 percent was satisfied and below Rs. 4,000, 28.67 percent earned from Rs. 4,000 to Rs. 5,000 per month, 17.48 percent earned from Rs. 8,001 to Rs. 10,000 per month and remaining 11.89 percent earned above Rs. 10,000.

Out of 87 satisfied workers, 43.68 percent had earned monthly income of below Rs. 6,000, 28.74 percent had earned monthly income from Rs. 6,000 to Rs. 8,000, 16.09 percent had earned monthly income ranging between Rs. 8,001 and Rs. 10,000 and 11.49 percent had earned monthly income of above Rs. 10,000. Out of 56 not satisfied workers, 39.29 percent had earned monthly income of below Rs. 6,000, 28.57 percent had earned monthly

income from Rs. 6,000 to 8,000, 19.64 percent had earned monthly income of Rs. 8,001 to Rs. 10,000 and 12.50 percent had earned monthly income of above Rs. 10,000.

To test statically whether there is any significant relationship between the monthly income of workers and the nature of satisfaction, the following hypotheses were framed and the data were subjected to Chi-Square test, the working result were as follows.

H₀ : There is no significant relationship between the monthly income of workers and the nature of satisfaction.

H₁ : There is no significant relationship between the monthly income of workers and the nature of satisfaction.

O	E	(O-E)	(O-E) ²	(O-E) ² /E
38	36.50	1.50	2.250	0.0616
25	24.94	0.06	0.004	0.0001
14	15.21	1.21	1.464	0.0963
10	10.34	0.34	0.116	0.0112
22	23.50	1.50	2.250	0.0957
16	16.06	0.06	0.004	0.0002
11	9.79	1.21	1.464	0.1495
7	6.66	0.34	0.116	0.0174
143	143			0.4320

As the calculated 'Chi'-square value 0.4320 is less than the table value 7.815 at 5 percent level of significance with 3 d.f., the null hypothesis is accepted. Hence, it is concluded that there is no significant relationship between the monthly income of coir workers and the nature of satisfaction.

Table - 9 : Monthly Savings of The Coir Workers In Thanjavur District

Levels of Income (in Rs.)	Satisfied	Not satisfied	Total
Below 1,000	43	33	76
1,000 - 2,000	27	16	43
Above 2,000	15	9	24
Total	85	58	143

Source : Primary data

From table-, it could be understood that the monthly savings of the coir workers. The total number of coir workers was 85 of which 59.44 percent was satisfied and remaining 40.56 percent was not satisfied in. Out of 85 satisfied workers, 50.59 percent monthly saved below Rs. 1,000, 31.76 percent monthly saved between Rs. 1,000 and Rs. 2,000 and 17.65 percent monthly saved above Rs. 2,000. Out of 58 not satisfied coir workers, 56.90 percent had saved below Rs. 1,000 per month, 27.58 percent had saved between Rs. 1,000 and Rs. 2,000 per month and 15.52 percent had saved above Rs. 2,000 per month. Hence, it concluded that the major portion of the coir workers had saved below Rs. 1,000 per month which accounted for 53.15 percent.

SUGGESTIONS

- The government of India should provide bonus and festival advances to the coir workers for their livelihood
- It is suggested that the coir entrepreneurs should provide regular employment to the workers
- The Coir Board should provide proper training facilities to the coir workers for improving productivity
- Coir Board of India should introduce insurance scheme for protecting the welfare of the workers
- It is suggested that coir workers should be encouraged and motivated in terms of providing incentives
- The Government should provide welfare benefits to the coir workers for improving their socio-economic conditions

Conclusion

Coir industry is a spoon for workers especially rural folk for their employment, income, standard of living and their livelihood. The socio-economic conditions of coir workers in Thanjavur district are generally very poor and they face a number of problems in the working environment like nature of work, experience, irregular employment, heavy work load and inadequate wages. Thus, they are unable to meet day-to-day expenses due to inadequate wages and also they are unable to improve their standard of living. Therefore, it is concluded that the socio-economic conditions of the coir workers can be improved through the efforts of Government of India by fixing standard wages to the workers those are employed in coir industry.

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A PAPER ON PARADIGM SHIFT IN THE EDUCATION SYSTEM IN INDIA

Supriyaa¹

Abstract

Education is the integral part of economical growth and developments. Educational policing is done to strengthen the Indian Education system by an effort made to spread the education at all levels of society. Amid the prejudice of educating girls which was prevailing has been reduced by decrease in percentage of drop outs. The pattern change is going on since independence where 10+2+3 pattern recommended by Kothari commission 1965 is implemented in all states across India. The medium of education in English is much favored than mother tongue due to mobility of people from region to another region for higher education will be seriously hampered. The syllabus set in many a time has maintained a gap between what corporate sectors needs, which in turn increases the unemployment percentage. The educational standard has been diluted by decline in the commitment of teaching fraternity, general decline in morality and standards of life. In some instances examinations have become farce, where formative assessment of capabilities of students is masked. Tremendous increase in Private Institutions, Universities, Increase in students has led to Education Explosion which is a caution for quality manpower with employability quotient, as the saying goes "Educational system without scale, there cannot be scope, and without scope, there cannot be quality educational system". The paper attempts to know the Educational policing from ancient to modern era which has led to Constant review methods of teaching and review of the syllabus, in the light of the innovations and methods adopted in advanced countries to improve the Educational standards.

Keywords : Education, Educational system, Educational policy, Educational Standards.

Introduction

"Educate one man, you educate one person, but educate a woman, you educate a whole civilization"— Mahatma Gandhi

The etymology of the term 'Education' is derived from Latin word 'educatio' means bringing up or rearing; or from educo means I train or I educate. Education as such began in pre-history by mere passing on the knowledge, values, skills which are required by their community and by telling morality based stories which passed on effectively from one genre to the other genre.

The learning through imitations gave a boost and foster development of formal education over a period of time by introducing the first higher learning Institution which was started by Plato, named as Academy in Athens, Europe. In 330BCE, the successor to Athens, Alexandria became the intellectual cradle of Ancient Greece. During this time Euclid, a Mathematician and Herophilus, an anatomist translated Hebrew Bible in Greek and constructed the great Library of Alexandria. During 476 AD European civilization suffered a collapse in literacy and fall of Rome which was a blow to the past developments. After, the fall of Rome, the Catholic church was only the sole preserver of literary scholarships in west Europe by starting Cathedral Schools for advanced education in western Europe which encouraged many universities like University of Naples, University of Oxford,

University of Bologna in turn these universities produced variety of ardent scholars and philosophers in the field of scientific experimentation, biological field research. Around 1450, Johannes Gutenberg developed a printing press, which allowed works of literature to spread more quickly. The European Age of Empires saw European ideas of education in philosophy, religion, arts and sciences spread out across the globe.

In China during the period 551-479 BCE, Confucius, the ancient philosopher who influenced the societies of people of China, Japan, Korea, Vietnam by his ideals of good governance and by Analects compiled by the followers of Confucius, these events had a influence on Education system in East Asia.

India has a vast rooted imprint in education since ancient times, India having the largest population as per 2015 population data being 1.28 Billion, male population is 664 million, female population is 624 million and gender ratio being 943 females per 1000 males, 50% of the population is under the age group of 0-25 years and 65% are below 35years. By the data we can analyze as such that India represents 17.31% of world's population, which can be interpreted as one out of six people live in India. About 72.2% of populations live in 6, 38, 000 villages, rest 27.8% live in 5,480 towns and urban agglomerations. India being the largest illiterate population in the world, in order to know the development in the economy, literacy

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rate is one of the key indicators for it. As per 2011 census the literacy rate was 74.04%, Male 82.14% Female 65.46% India has made remarkable strides in literacy rate as per Census 2011.

Table - 1 : Literacy Rate In India 1951-2011

Year	Literacy rate in India			Rural India			Urban India		
	Male %	Female %	Total %	Male %	Female %	Total %	Male %	Female %	Total %
1951	27.16	8.86	18.33	19.02	4.87	12.16	45.06	22.33	34.59
1961	40.40	15.35	28.30	34.30	10.10	22.50	66.00	40.50	54.40
1971	45.96	21.97	34.45	48.60	15.50	27.90	69.80	48.80	60.20
1981	56.38	29.76	43.57	49.60	21.70	36.00	76.70	56.30	67.20
1991	64.13	39.29	52.21	57.90	30.60	44.70	81.10	64.00	73.10
2001	75.85	54.16	68.38	71.40	46.70	59.40	86.70	73.20	80.30
2011	82.14	65.46	74.04						

Source : Census of India, 2001 and 2011

In countries around the world, the formal educations in schools are compulsory for all children up to a set age limit. This proliferation in formal education is correlated to the growth in population. In the study made by UNESCO, it presumes that within next 30 years higher number of people will have formal education which is a human history

Table - 2 : Effective Literacy Rate

	1971	1981	1991	2001	2011	Increase/ Decrease
PERSONS	34.45	43.57	52.21	64.83	74.04	+39.59
MALE	45.96	56.38	64.13	75.26	82.14	+36.18
FEMALE	21.97	29.76	39.29	53.67	65.46	43.49

Year 1971 is taken as a base year for calculation of increase /decrease

Table - 3 : Gross Enrolment Ratio (Ger)

Level/ Year	Primary (I V) 6 10 Years			Upper primary (VI VIII) 11 - 13 Years			Elementary (I VIII) 6 13 Years		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
2005 -06	112.8	105.8	109.4	75.2	66.4	71	98.5	91	94.9
2006 -07	114.6	108	111.4	77.6	69.6	73.8	100.4	93.5	97.1
2007 -08	115.3	112.6	114	81.5	74.4	78.1	102.4	98	100.3
2008 -09	114.7	114	114.3	82.7	76.6	79.8	102.5	99.6	101.1
2009 -10	113.8	113.8	113.8	84.3	79	81.7	102.5	100.4	101.5
2010 -11	114.9	116.3	115.5	87.5	82.9	85.2	104.5	103.3	103.9
2011 -12	105.8	107.1	106.5	82.5	81.4	82	97.2	97.6	97.4

2012 -13(P)	99.3	102.2	100.7	82.3	86.9	84.5	93.1	96.6	94.8
2013 -14(P)	98.1	100.6	99.3	84.9	90.3	87.4	93.3	96.9	95

Table - 4 : Gross Enrolment Ratio (Ger)

Level/ Year	Secondary (IXX) 14 -15years			Senior Secondary (XIXII) 16 -17years			(IXXII) 14 -17 years			Higher Education 18 -23 years		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
2005 - 06	57.6	46.2	52.2	31.4	25.2	28.5	44.6	35.8	40.4	13.5	9.4	11.6
2006 - 07	58.6	47.4	53.5	31.5	26.1	28.9	45	36.8	41.1	14.5	10	12.4
2007 - 08	62.6	53.2	58.2	36.3	30.4	33.5	49.4	41.9	45.8	15.2	10.7	13.1
2008 - 09	64.8	55.5	60.4	37.5	31.6	34.5	51	43.5	47.4	15.8	11.4	13.7
2009 - 10	66.7	58.7	62.9	38.5	33.5	36.1	52.5	46.1	49.4	17.1	12.7	15
2010 - 11	69.2	60.9	65.2	42.3	36.2	39.4	55.7	48.5	52.2	20.8	17.9	19.4
2011 - 12	69	63.9	66.6	47.6	43.9	45.9	58.8	54.5	56.8	22.1	19.4	20.8
2012 - 13	67.9	67.4	67.7	43.9	43.2	43.6	56.5	56.1	56.3	22.3	19.8	21.1
2013 - 14	73.5	73.7	73.6	49.1	49.1	49.1	61.9	62.1	62	NA	NA	NA

Source : Educational Statistics at Glance, MHRD, 2014

Objectives of the study

1. To know the education system from ancient to liberalized era.
2. To analyze various reforms and policy making prepared by Government.

Research Methodology

The study is descriptive and exploratory in nature and data are collected from various Journals, magazines, dailies and Reports.

Education system in Ancient India

"A little knowledge that acts is worth more than much knowledge that is inactive. ... Knowledge, the object of knowledge and application of the knowledge – all the three are equally important for motivating to take a wise action."

In Ancient times, Education was started before 500BC, Formal Education was confined to smaller section of society as there were certain class of people denied to get educated, as such lesser availability of written material for teaching, the priestly schools in India transferred the knowledge in the form of hymns to succeed the generations thus far. Many folks remained away from formal education, hence they were trained in

traditional or family occupations which skilled them by practice and experience, but not in classrooms which lacked creativity and verve of people. The system of society had led to production and specialization in spinning, weaving, pot making, terra-cota, brick making, handicrafts, metal work the list continues. The common man was disciplined by certain guidelines taught by sages.

During Vedic period, Gurukula system was a type of ancient school in India, was residential in nature in which disciples stayed in the proximity of Gurus who imparted knowledge to the students, boys were tutored by Rishis, and girls were tutored by Rishikas or Bramhavadhinis. Many temples and community centre's acted as schools for imparting knowledge of Vedas, its implication, phonology, metrics, elementary grammar and etymology. Gurukula's were located on the river banks or on lake to attain knowledge. The education was free for students and the system was autonomous, student could access for good education by the talent not on wealth.

The Education involved three processes which were firstly Sravana includes acquiring knowledge of Shrutis by listening, second process includes Manana means making pupils to think, analyze what they heard and

assimilate the lessons taught by their Gurus, the third process includes the pupils to apply or use the knowledge learned to real life. The objectives for education were character building, self-control, social awareness, personality development, preservation of knowledge and culture. Once the education was completed the students had to give Gurudakshina in the form of fields, cow, horse or elements of daily needs of teacher, this was not compelled. Women were given equal right to education and teaching during ancient period were women seers participated in assemblies and participated in educational debates like 'Gargi', Gayetri. In seventh century B.C, the first and foremost University was established was University of Takshila, famous for medical studies followed by Vikramashila University, Nalanda University Built in fourth century A D, Nalanda University being one of the best learning complex and residential study centre for south asia too, which had Eight colleges with 10,000 students studying, which made students of foreign countries like China, Japan, Korea migrated to India for higher studies .Varanasi and Kanchi was famous for religious teachings, In this century many eminent teachers contributed for, were Panini was good for Grammar, Kautilya, minister of Chandragupta maurya, Charaka was a great medical teacher. Ancient Vedic Literature and philosophy was like "An Ocean of Knowledge in a jar with no bar" which covered all aspects of life , be it Phonetics, arts, Polity, Metrics, Medicine, Law , Philosophy, astrology, astronomy and its covered relevant topics of today too like staying healthy, social evils. A individual from humble origin were highly educated and were great achievers in Indian society are Vashista, Principal of conservative school of Brahmins was the son of Urvashi, a prostitute, Vishwamitra maker of Gayatri Mantra was a kshatriya, Aitreya, son of non-Aryan wife of Brahman sage, Vyasa of Mahabharata fame was son of the fish-woman, Valmiki author of Ramayana was an untouchable according to present standards. Traditional Hindu education was tailored to one sector of students taught by same sector of teachers, which had the limitations of caste and creed. Samskritam was considered as the mother of all languages, Trigonometry, algebra, calculus studies were originated in India. Number system was invented in India, digit Zero was invented by Aryabhatta, a Indian scientist.

Under the British rule from 1700 to 1947 the Indian education system reinforced the pre-existing elitist tendencies, made the entrance and advancement in administrative services through academic education. In 20th century, several other castes realized the advantages of education as a passport to political power and managed to acquired formal education

In the end of 19th century and beginning of 20th century Swami Vivekananda, stressed on real education which

develops character, mental power and intelligence which builds self-confidence and self-reliance among individuals. Vivekananda emphasizes that education as a powerful tool to achieve developmental qualities in an individual. Vivekananda philosophy of education is "Education is a life-long process towards the fullest development of human personality, self- discovery, self-perfection, self-awareness, and self-manifestation". He was not critical of Western system of education rather; he questioned the suitability of Western Model in India. Vivekananda view of education was that students are receiving now in schools and colleges is only making them for a race of dyspeptics. They are merely working like machines, and living a jelly-fish existence."

Gurudev Rabindranath Tagore's Educational model had a unique sensitivity and aptness for education within multi-racial, multi-lingual, multi-cultural situations amidst conditions of acknowledged economic discrepancy and political imbalance. Tagore was one of the earliest educators to think in terms of global village. In Tagore's philosophy of education, the aesthetic development of the senses was as important as the intellectual if not more so like music, literature, art, dance and drama were given great prominence in the daily life of the school. Mahatma Gandhi, Gandhian education has been featured as encompassing the head, the heart and the hands which means the all-round development of child. According to Gandhi, education is that which draws out and stimulates the spiritual, intellectual and physical faculties of children, which mean Gandhiji's purpose of education is to raise man to a higher order through full development of the individual and evolution of a new man. He believed that nature is the best source of knowledge.

In the post Independence period, India's main focus was to increase the literacy rate, the system of education was same as laid by Lord Macaulay amid this female education was still a nightmare for some in post independence era . Hence, importance was given to educate female child. During the formative stage, it was a herculean task in rural areas as they young boys picked up some jobs to help their families and females were married of in early teenage which led India to a shattered economy, widespread illiteracy and shocking poverty. Contemporary economists divide the history of India's economic growth into two phases, first 45 years after independence and the two decades of free market economy. The years preceeding the economic liberalization were mainly marked by instances wherein economic development got stagnated due to a lack of meaningful policies.

India being the vast country comprises of 30 states and seven union territories with diverse socio-cultural context and varying geographical and climatic conditions. Under

federal structure, the centre and the states share the responsibilities for the planning and implementation of national development programmes. The constitution was amended in 1976 to change education from state to concurrent one which implies the responsibility for development of centre and state governments. National policy on Education 1986 revised in 1992 envisages the development of education as the meaningful partnership between centre and states. The XII five year plan 2012-2017 envisions "Faster, Sustainable and more inclusive growth". The main thrust of the XII th FYP is to accelerate faster growth in manufacturing to provide employment to the country's youth and educated population address the challenge of managing the infrastructure sectors to ensure that these sectors expand sufficiently to support growth and to face up to the enormous challenges posed by urbanization.

The goal of Education for All has been high on the agenda of the Government of India since the adoption of the Constitution of India in 1950 and the commencement of development planning since 1951. Successive development policies and five-year plans have pursued this goal during the last six decades. Substantial progress towards the Education for All goals has been made during the past few years.

Dakar Framework for Action

Education for All: Meeting our collective commitments adopted by the World Education Forum, Dakar, Senegal, 26-28 April 2000

EFA Goals

- Goal 1 : Expanding and improving comprehensive early childhood care and education, especially for the most vulnerable and disadvantaged children;
- Goal 2 : Ensuring that by 2015 all children, particularly girls, children in difficult circumstances and those belonging to ethnic minorities, have access to and complete, free and compulsory primary education of good quality;
- Goal 3 : Ensuring that the learning needs of all young people and adults are met through equitable access to appropriate learning and life-skills programmes;
- Goal 4 : Achieving a 50 per cent improvement in levels of adult literacy by 2015, especially for women, and equitable access to basic and continuing education for all adults;
- Goal 5 : Eliminating gender disparities in primary and secondary education by 2005, and achieving gender equality in education by 2015, with a focus on ensuring girls full and equal access to and achievement in basic education of good quality;

Goal 6 : Improving all aspects of quality of education and ensuring excellence of all so that recognised and measurable learning outcomes are achieved by all, especially in literacy, numeracy and essential life skills.

Vital objectives of Educational Reforms

- a. Eradication of child labour.
- b. Education for all (EFA).
- c. Uplifting women, tribal's and minorities.
- d. Paving way for Computer education, Professional Education.
- e. Giving prominence to Research and developmental activities.

The Indian Education system is classified into four stages :

1. Primary Education till fifth standard
2. Upper Primary Education from fifth to tenth standard
3. Secondary Education till twelve standard
4. Higher secondary or Professional Education after twelfth standard.

The Indian Education system broadly four stages of school education in India. These are the primary, upper primary, secondary and higher secondary stages of education. The primary and upper primary stages constitute the elementary stage of education. The national system of education envisages a 10+2 pattern of school education. This pattern envisages five years of primary, three years of upper primary, two years of secondary and two years of higher secondary education.

Primary Education till fifth standard and Secondary Education till twelve standard: India has come long way from Jometien meeting which focused on Basic education, the steady progress of elementary education over a period of two decades has strengthened the Right of children to Free and Compulsory Education (RTE) Act, 2009 which covers every Indian between age group of 6-14 years to gain admission and complete the eight years of elementary education. The School drop-outs have been reducing, may be due to broader perspective of parents towards education, world's largest mid- day meals program has been implemented to retain the students in schools.

Key developments that guided the development of education in India

Since the attainment of freedom a definite trend towards reformation of educational system is discernible. From Line to Line committees have been appointed to probe into the defects and suggest means for improvement. The Mudaliar Report on Secondary Education (1952) stressed the need of training Indians in the democratic way of life.

The Report read out "Citizenship in a democracy is a very exacting and challenging responsibility for which every citizen has to be carefully trained. It involves many intellectual, social and moral qualities which cannot be expected to grow of their own accord. In any kind of regimented social order, the individual does not need to indulge in the travail of independent thinking.

But in a democracy if it is anything more than the thoughtless exercise of the vote an individual must form his own independent judgment on all kinds of complicated social, economic and political issues and to a large extent decides his own course of action." Similarly, the Radhakrishnan Report on University Education emphasized that the purpose of education was to provide a coherent picture of the universe and an integrated way of life.

On the basis of these Reports some reforms were introduced in the educational system of the country, for example, the introduction of Higher Secondary scheme along with Three Year Degree Course and the opening of more and more vocational and technical schools and colleges.

The Education Commission which was set up by the Government of India in July 1964, submitted its report in June 1966. The commission reviewed the existing system of education, primary, secondary, university and technical, in all its aspects. In the main, the Commission stressed that Indian education needs a drastic reconstruction, almost a revolution.

The Commission has said that there is need to bring about major improvement in the effectiveness of primary education: to introduce work-experience as an integral element of general education; to vocationalise secondary education; to improve the quality of teachers at all levels and to provide teachers in sufficient strength to strengthen centres of advanced study and strive to attain higher international standards; to lay special emphasis on the combination of teaching and research; and to pay particular attention to education and research in agriculture and allied sciences. The Commission has stated that if education is to develop adequately in India, educational expenditure in the next 20 years should rise.

1986 - National Policy on Education 1986 (NPE 1986) adopted.

1987 - Several large centrally-assisted schemes/programmes such as 'Operation Blackboard' and the 'scheme for restructuring and reorganization of teacher education' launched.

1988 - National literacy Mission (NLM) launched

1992 - National Policy on Education 1986 revised.

1994 - District Primary Education Programme (DPEP) launched to universalize primary education in selected districts.

1995 - Centrally-assisted National Programme of Nutritional Support to Primary Education, popularly known as the Mid-Day Meal Scheme (MDMS) launched.

1999 - A separate Department of School Education and Literacy created within the Ministry of Human Resource Development, Government of India.

2001 - (i) Sarva Shiksha Abhiyan, the flagship programme for universalisation of elementary education, launched;

(ii) Adoption of the National Policy on Empowerment of Women. The policy supported the provision of childcare facilities, including crèches at work places of women.

2002 - (i) The Constitution (Eighty-sixth Amendment) Act, 2002 inserted Article 21-A in the Constitution of India to provide free and compulsory education for all children in the age group of six to fourteen years as a Fundamental Right;

(ii) Commitment to the provision of early childhood care and education to children below the age of six years reiterated. The Constitution (Eight-sixth Amendment) Act, 2002 envisaged substitution of new article for article 45. The substituted article 45 states "The State shall endeavor to provide early childhood care and education for all children until they complete the age of six years";

(iii) The Tenth Five-Year Plan (2002-2007) launched.

2003 - National Youth Policy, 2003 formulated.

2004 - (i) Education Cess introduced for raising additional financial resources needed to fulfill Government's commitment to universalize elementary education;

(ii) EDUSAT, a satellite exclusively dedicated to education launched to harness modern technology for delivery of education of good quality to all, including hard-to-reach groups.

2005 - National Curriculum Framework (NCF-2005) for school education formulated.

2007 - Eleventh Five-Year Plan (2007-2012) launched;

2009 - (i) The Right of Children to Free and Compulsory Education Act, 2009 enacted. The Act makes it incumbent on Governments

to provide for free and compulsory education to all children of the age of six to fourteen years. Section 11 of the Act also states, "with a view to prepare children above the age of three years for elementary education and to provide early childhood care and education for all children until they complete the age of six years, the appropriate Government may make necessary arrangement for providing free pre-school education for such children";

- (ii) The National Literacy Mission (NLM) recast with a special focus on female literacy and the "Sakshar Bharat" (Literate India) programme launched as the national adult education programme on 8 September 2009;
- (iii) The revised National Curriculum Framework for teacher Education formulated;
- (iv) The Rashtriya Madhyamik Shiksha Abhiyan (RMSA) launched in March 2009, with the vision of making secondary education of good quality available, accessible and affordable to all young persons in the age group 15-16 years;
- (v) Revised Centrally-sponsored Scheme of Inclusive Education for the Disabled at Secondary Stage approved; (vi) The Centrally-Sponsored Scheme "Construction & Running of Girls' Hostel for Students of Secondary and Higher Secondary Schools approved.

- 2010 - (i) The Right of Children to Free and Compulsory Education (RTE) Act 2009 came into force from 1 April 2010;
- (ii) All States/UTs notified State RTE Rules. Central RTE Rules apply to Union Territories without legislation;
 - (iii) The Sarva Shiksha Abhiyan (SSA) Framework aligned to RTE Act;
 - (iv) Revised Centrally-Sponsored Scheme of ICT at Schools approved.

2011- The revised Centrally-Sponsored Scheme "Vocationalisation of Higher Secondary Education" approved.

2012 - The Twelfth Five-Year Plan (2007-2012) launched;

- 2013 - (i) National Early Childhood Care and Education (ECCE) Policy adopted;
- (ii) The Integrated Child Development Services, the flagship programme of Government of India for ECCE restructured and strengthened.

2014 - National Youth Policy, 2014 adopted.

In 1986, the Parliament adopted the National Policy on Education prepared under the leadership of Shri Rajiv Gandhi; the then Prime Minister of India. In order to implement the national policy a programme of action was prepared for the guidance of policy executors. The National Policy has laid emphasis on elimination of disparities in the educational system, improvement in the quality of school education, involvement of the community with the educational process, re-orientation of the whole system to promote women's equality, and made special provisions for the Scheduled Castes, Scheduled Tribes, other educationally disadvantaged sections, minorities, the physically and mentally handicapped and for the areas which need special attention.

It has also given priority to effective universalisation of elementary education, eradication of illiteracy and skill development in the 15-35 age group, vocationalisation of education and preparation of the manpower needed for the developmental needs, improvement in quality at all levels and scientific and Technological research. The implementation of the policy was to be reviewed after every five years.

The National Policy on Education was of course a laudable effort to meet the new challenges of national development. But it too like previous policies failed to make any impressive dent in the education system. Actually what ails the Indian educational system is the lack of proper planning, efficient administration and effective implementation.

The Eighth plan laid emphasis on universalisation of primary education in the 6-14 age group, promotion of adult literacy to achieve 80 per cent literacy among the population in the 15-40 age group, establishment of secondary schools in unnerved areas and Navodaya Vidyalayas in all districts, improvement of teacher-education facilities, consolidation and strengthening of college and university education and creation of leaching and research facilities in areas of emerging technologies.

Achievements in Indian Education Sector

Under the Five-Year Plans, educational facilities in India have been given importance at all levels. At present, there exist abundant facilities for elementary, higher and technical education. The ratio of literacy persons to total population of age seven or more is known as literacy ratio (children below the age of seven are excluded because they may not receive an education before that age).

An increase in literacy is generally accepted as an indicator of the spread of education. Spread of education in India at all levels has contributed in raising the literacy

ratio in the country. The number of literates in the country has increased from 5.7 crores in 1951 to 57 crores in 2001, increasing by ten times over this period of 50 years. The literacy rate has increased from 18 per cent in 1951 to 74.04 Per cent in 2011.

Some of the positive achievements in the sector are as follows :

Primary Education :

- (1) Primary education covers students from class 1 to class 8 in the age group of 6 to 14 years.
- (2) The number of primary and middle schools has considerably increased. In 1950-51 their number was 2.23 lakh. In 2014 it increased to 14.25 lakh.
- (3) As many as 89 per cent children in the age-group of 6-14 years have been receiving education in schools. Universalisation of primary education is still a distant dream.
- (4) Educationally backward states in India are: Bihar, Rajasthan, UP and Arunachal Pradesh.
- (5) Main factor responsible for educational backwardness is social and economic poverty of the people.
- (6) Government started many schemes and programmes to boost universalisation of primary education, like:
 - (a) National Programme of Mid-day Meals in schools (1995)
 - (b) District Primary Education Programme (1994)
 - (c) Sarva Shiksha Abhiyan (2000)
 - (d) Education Guarantee and Alternative Innovative Education
 - (e) Kasturba Gandhi Balika Vidyalaya
 - (f) National Programme for Education of Girls or Elementary Education.

Secondary Education :

It serves as a bridge between primary and higher education and prepares young person's between the age group of 14-18 years for entry into higher education.

- i. In 1950-51, there were 7.4 thousand secondary schools with 1.5 million total enrolled students. In 2014-15, the number of schools rose to 14.25 lakh and the number of students went up to 39.4 million (Source: Economic Survey 2014-15).
- ii. In 1987-88, Navodaya Vidyalaya were established to give modern education of a good standard to talented students of rural areas. Presently, 539 Navodaya schools are functioning.
- iii. The central government has established Kendriya Vidyalaya for the benefit of the children of transferable employees.
- iv. NCERT was set up in 1981. It functions as an academic advisor to the Ministry of Human Resource

Development, Government of India. The main objectives of the NCERT are to assist and advise the Ministry in implementing policies and major programmes in the field of school education. NCERT has five regional institutes and field offices in major states all over the country. The Council conducts, aids, promotes and coordinates research in school education and teacher education, develops, prints and distributes textbooks.

- v. During the Tenth Plan, a centrally sponsored scheme 'Quality Improvement in School' was introduced. It had the following main components: (i) National Population Education Project; (ii) Environmental Orientation to school. Education; (iii) Improvement of Science Education in Schools; and (iv) Promotion of Yoga in Schools.

Higher Education :

- i. As many as 310 universities are providing higher education in the country in 2013-14. there are 42 central universities. Besides, there are 127 deemed to be universities.

Table - 5

Type of Institution	Total No.	Example
Central Universities-Public	42	University of Delhi
State Universities-Public	310	Bangalore University
State Universities-Private	143	Christ University
Deemed Universities private and public	127	Tata Institute of Social Sciences
Institution of national importance- public	68	Indian Institute of Technology
Central open university	01	
State Open university	13	
Institutions under state legislature Act	05	
Others	03	
Total Degree granting institutions	712	
Affiliated colleges public and private	36,671	

- ii. The total number of colleges in the country is 36,671. The number of students in all universities is 11.61 million.
- iii. University Grants Commission controls and guides higher education. University Grants Commission was established in 1956. It takes measures for promotion

and co-ordination of university education and determination and maintenance of standards in teaching, examination and research in universities, and allocation and disbursement of grants to them.

- iv. Indira Gandhi National Open University (IGNOU) was established in September 1985. It is responsible for the introduction and promotion of Open University and distance education system on the educational pattern of the country and for the co-ordination and determination of standards in such systems. At present, there are ten open universities in the country. There are 104 correspondence course institutions, imparting education through the distance mode in the conventional system.

The Governing bodies of Indian Education system are:

1. Central Board of Secondary Education (CBSE)
2. University Grants Commission (UGC)
3. State Educational Boards-Department of State Education Research and Training.
4. National Institute of open schooling
5. Autonomous Bodies of Law, Medical and engineering.

Conclusion:

There is no dearth of suggestions nor for the solution of defects in our education system, is what is the need of the hour a determined political will to implement the reforms suggested by different committees and commissions. It must be clearly recognized that without education no progress is possible.

The countries which have hundred per cent literacy rate and Gross enrolment ratio are great, glorious, rich and powerful. The countries which are world leaders in education are also international leaders in progress and prosperity too. We want better men, more educated women and more educated children to make the nation great place to live and let live.

A long-term integrated policy on education, which encompasses standards from the school to the tertiary level, which can deliver the required proficiency, is to be put into place on emergent

basis. To reach and achieve the future requirements there is an urgent need to revamp the educational system. Reservations have failed to yield the desired results, so the need of the hour is positive affirmation rather than reservation in its current form.

I would agree upon a say that "SUBSTANDARD EDUCATION IS BETTER THAN NO EDUCATION"

As Baker said, "He who opens a school, closes a prison." We must now forsake the cult of debate and discussion for the cull of action. At present India is spending only 2

per cent of its national income on education. The public expenditure on education as a percent of GDP 4.18% on 2012 data. Many eminent educationalists have said that the education budget should be raised to 6 per cent of our national income. The education budget is a country's barometer of its dynamism, wealth and power.

"If your intensity of desire is combined with the intensity of dedication then the desired goal itself will seek you out."

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A STUDY ON INVESTMENT PERSPECTIVE OF SALARIED PEOPLE (Private Sector)

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P. Amalorpavamary²

Abstract

This research aims to study and understand the behavioral pattern of investment among the salaried people working in private sector and the difference in perception of an individual related to various investment alternatives. It also aims to provide an insight into factors considered for an appropriate investment. and gives a wider scope to understand various issues related to investment by salaried people.

KEYWORDS : Investment, Private sector, Salaried and Saving.

Introduction

Investment is the employment of funds with the aim of getting return on it. It is the commitment of funds which have been saved from current consumption with the hope that some benefits will accrue in future. Thus, it is a reward for waiting for money. So the first step to investment is savings. In common usage, saving generally means putting money aside, for example, by putting money in the bank or investing in a pension plan. In a broader sense, saving is typically used to refer to economizing, cutting costs, or to rescuing someone or something. In terms of personal finance, saving refers to preserving money for future use - typically by putting it on deposit - this is distinct from investment where there is an element of risk.

The main elements of Investments are Return, Risk and Time.

Objectives

1. To study the behavioral pattern of investments among salaried people working in private sector.
2. To study the difference in perception of an individual related to various investment alternatives.
3. To provide an insight into factors considered for an appropriate investment.

Hypothesis

There are no differences in the consumption and saving pattern of the sample test.

Limitations

- The study shall be limited to salaried people who are employed in private sector.
- The study is limited to Thanjavur down only.

Methodology

- It is an exploratory research.
- Primary and secondary data will be collected.

- Purposive sampling will be used to collect primary data.
- Sample size shall be total 50 salaried employees.

Sample

The study sample comprised of 50 salaried people in private sector. Using stratified random sampling method the salaried people were classified into two categories on the criterion of sex. 25 were male and 25 were female. Both the respondents male as well as female were salaried employees employed in various Companies in manufacturing, trading and service providing sectors.

Tools

A questionnaire was framed consisting of 20 closed end questions and open end questions covering the personal and demographic profile, the awareness related to methods, modes, reasons of saving and investment and other related data were collected.

Data

Using the survey method primary data was obtained from the respondents by administering the questionnaire and evaluating the feedback. Personal interviews was also conducted with few respondents who provided valuable information inputs

Secondary data included information collected from various Internet download, Books, publications and various journals.

Saving

Saving differs from savings in that the first refers to the act of putting aside money for future use, whereas the second refers to the money itself once saved. For example: you may decide to start saving 10% of your income; because you aim for your savings to grow into an amount sufficient to buy an automobile. In common usage, saving generally means putting money aside, for example, by putting money in the bank or investing in a

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pension plan. In a broader sense, saving is typically used to refer to economizing, cutting costs, or to rescuing someone or something. In terms of personal finance, saving refers to preserving money for future use - typically by putting it on deposit - this is distinct from investment where there is an element of risk. Saving is closely related to investment. By not using income to buy consumer goods and services, it is possible for resources to instead be invested by being used to produce fixed capital, such as factories and machinery. Saving can therefore be vital to increase the amount of fixed capital available, which contributes to economic growth.

Saving In Personal Finance

Within personal finance, the act of saving corresponds to nominal preservation of money for future use. A deposit account paying interest is typically used to hold money for future needs, i.e. an emergency fund, to make a capital purchase (car, house, vacation, etc.) or to give to someone else (children, tax bill etc.).

Within personal finance, money used to purchase shares, put in a collective investment scheme or used to buy any asset where there is an element of capital risk is deemed an investment. This distinction is important as the investment risk can cause a capital loss when an investment is realized, unlike cash saving(s). Cash savings accounts are considered to have minimal risk. In the United States, all banks are required to have deposit insurance, typically issued by the Federal Deposit Insurance Corporation or FDIC. In extreme cases, a bank failure can cause deposits to be lost as it happened at the start of the Great Depression. However, since the FDIC was created, no deposits in the United States have been lost due to a bank failure.

In many instances the terms saving and investment are used interchangeably. For example many deposit accounts are labeled as investment accounts by banks for marketing purposes. To help establish whether an asset is saving(s) or an investment you should ask yourself, "Where is my money invested?" If the answer is cash then it is savings, if it is a type of asset which can fluctuate in nominal value then it is investment.

Elements of Investments

A. RETURN : Investors buy or sell financial instruments in order to earn return on them. The return includes both current income (current yield) and capital gain (capital appreciation).

B. RISK : Risk is the chance of loss due to variability of returns on an investment. In case of every investment, there is a chance of loss. It may be loss of investment;

however risks and returns are inseparable.

C. TIME : Time is an important factor in investment. Time period depends on the attitude of investors who follow a 'buy' & 'hold' policy.

A serious minded investor will have to consider the following important categories of investment opportunities :-

- Protective investments.
- Tax oriented investment.
- Fixed income investment.
- Speculative investment.
- Emotional investment.
- Growth investment.

Investor Profile

An investor profile or style defines an individual's preferences in investment decisions, for example:

1. Short term trading (active management) or long term holding (buy and hold)
2. Risk averse or risk tolerant / seeker
3. All classes of assets or just one (stocks for example)
4. Value stock, growth stocks, quality stocks, defensive or cyclical stocks...
5. Big cap or small cap stocks,
6. Use or not of derivatives
7. Home turf or international diversification
8. Hands on, or via investment funds and so on

What Determine An Investor Profile

The style / profile is determined by objective personal or social traits such as age, gender, income, wealth, family, tax situation...

Subjective attitudes, linked to the temper (emotions) and the beliefs (cognition) of the investor.

Generally, the investor's financial return / risk objectives, assuming they are precisely set and fully rational.

Speculation

In finance, speculation is a financial action that does not promise safety of the initial investment along with the return on the principal sum.[1] Speculation typically involves the lending of money or the purchase of assets, equity or debt but in a manner that has not been given thorough analysis or is deemed to have low margin of safety or a significant risk of the loss of the principal investment. The term, "speculation," which is formally defined as above in Graham and Dodd's 1934 text, *Security Analysis*, contrasts with the term "investment," which is a financial operation that, upon thorough analysis, promises safety of principal and a satisfactory

return. In a financial context, the terms "speculation" and "investment" are actually quite specific. For instance, although the word "investment" is typically used, in a general sense, to mean any act of placing money in a financial vehicle with the intent of producing returns over a period of time, most ventured money—including funds placed in the world's stock markets—is actually not investment, but speculation.

Investment Vs. Speculation

Identifying speculation can be best done by distinguishing it from investment. According to Ben Graham in Intelligent Investor, the prototypical defensive investor is "...one interested chiefly in safety plus freedom from bother." He admits, however, that "...some speculation is necessary and unavoidable, for in many common-stock situations, there are substantial possibilities of both profit and loss, and the risks therein must be assumed by someone." Many long-term investors, even those who buy and hold for decades may be classified as speculators, excepting only the rare few who are primarily motivated by income or safety of principal and not eventually selling at a profit. Speculators can be increasingly distinguishable by shorter holding times, the use of leverage, by being willing to take short positions as well as long positions. A degree of speculation exists in a wide range of financial decisions, from the purchase of a house to a bet on a horse; this is what modern market economists call "ubiquitous speculation."

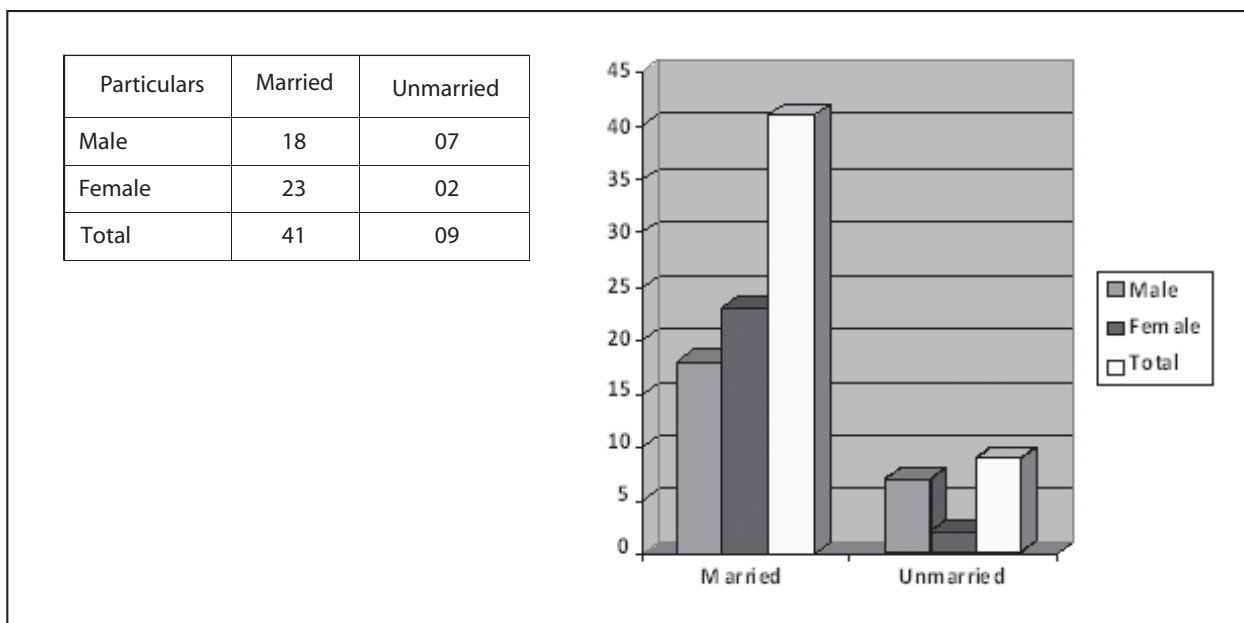
Data Analysis

The survey conducted to investigate ?The Investment perspective of the salaried people in the Private Sector. which discloses the reasons, methods, types and modes of investment followed by these people. The sample size of 50 respondents was surveyed out of which 25 were male and 25 were female. The graph below depicts the same.

- 1. PERSONAL PROFILE
- 2. SAMPLE SIZE

It is evident from the chart that the number of male and female respondents were equal in number

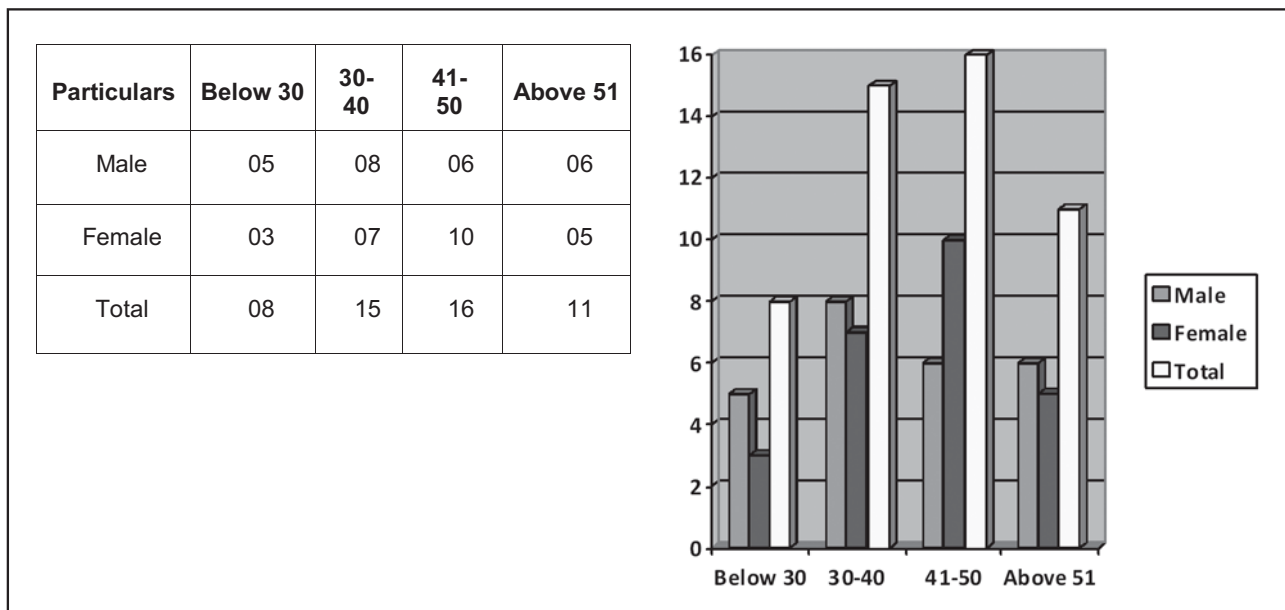
Table - 1



It is evident from the chart above that most of the respondents, male as well as female are all married.

4) AGE GROUP

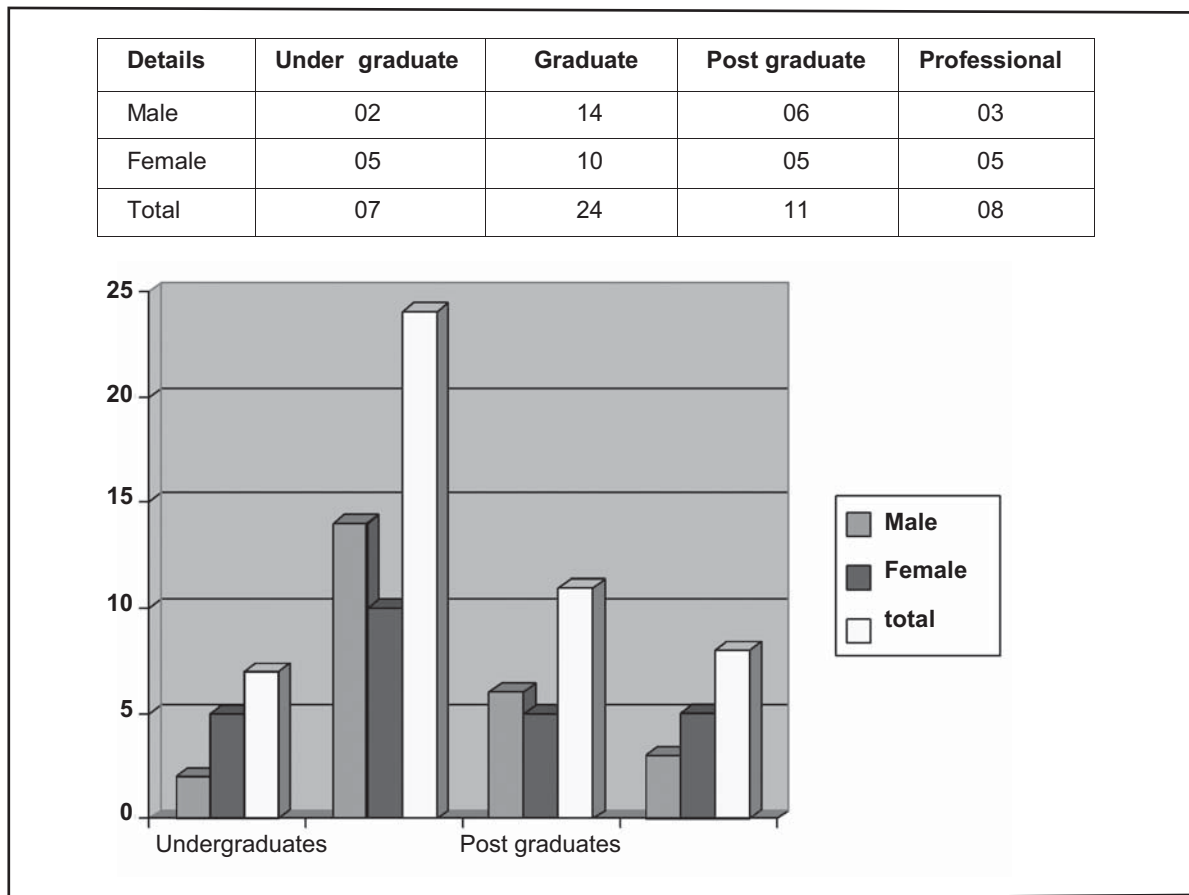
Table - 2



It is evident from the chart above that majority of the respondents fall in the age group of 41 to 50 years and minimum in below 30.

5) EDUCATION

Table - 3

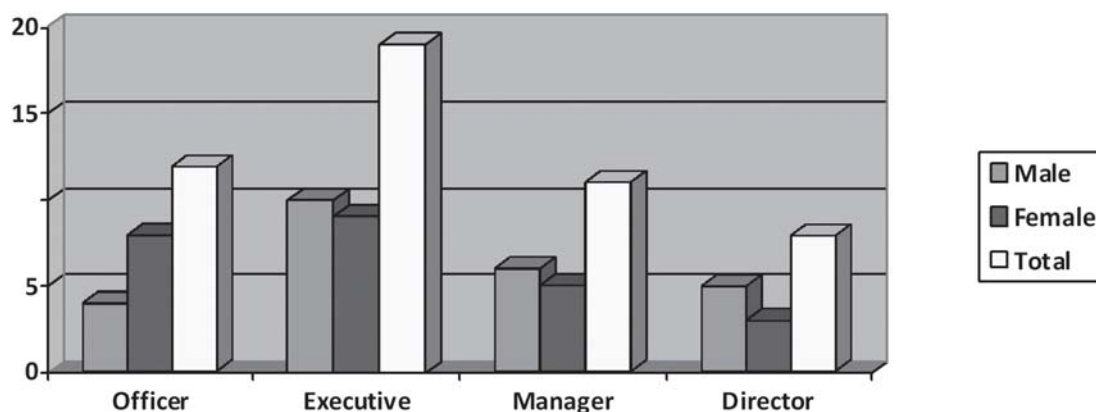


It is observed that maximum of the respondents are graduates, followed by post graduate and professionals whereas the minimum are undergraduates.

Designation

Table - 4

Details	Officer	Executive	Manager	Director
Male	04	10	06	05
Female	08	09	05	03
Total	12	19	11	08

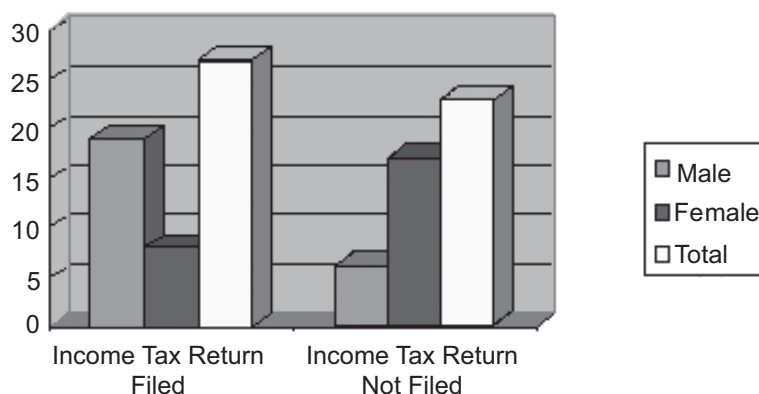


It is observed that the majority of the respondents both male and female are employed as Executive whereas minimum are on the post of Director.

Filing of Income Tax Return

Table - 5

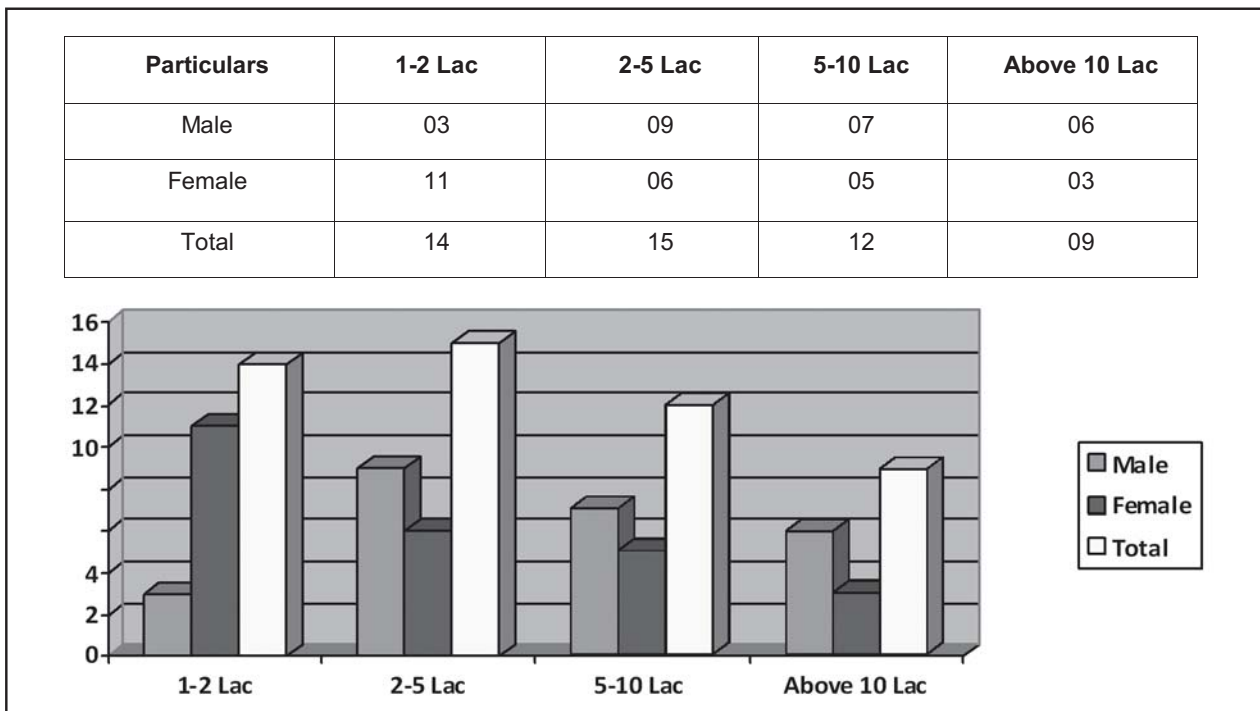
Particular	Income Tax Return Filled	Income Tax Return Not Filled Trading
Male	19	06
Female	08	17
Total	27	23



It is observed that the majority of the male respondents file their Income Tax Returns while majority of female respondents do not file their Income Tax Returns.

Annual Income

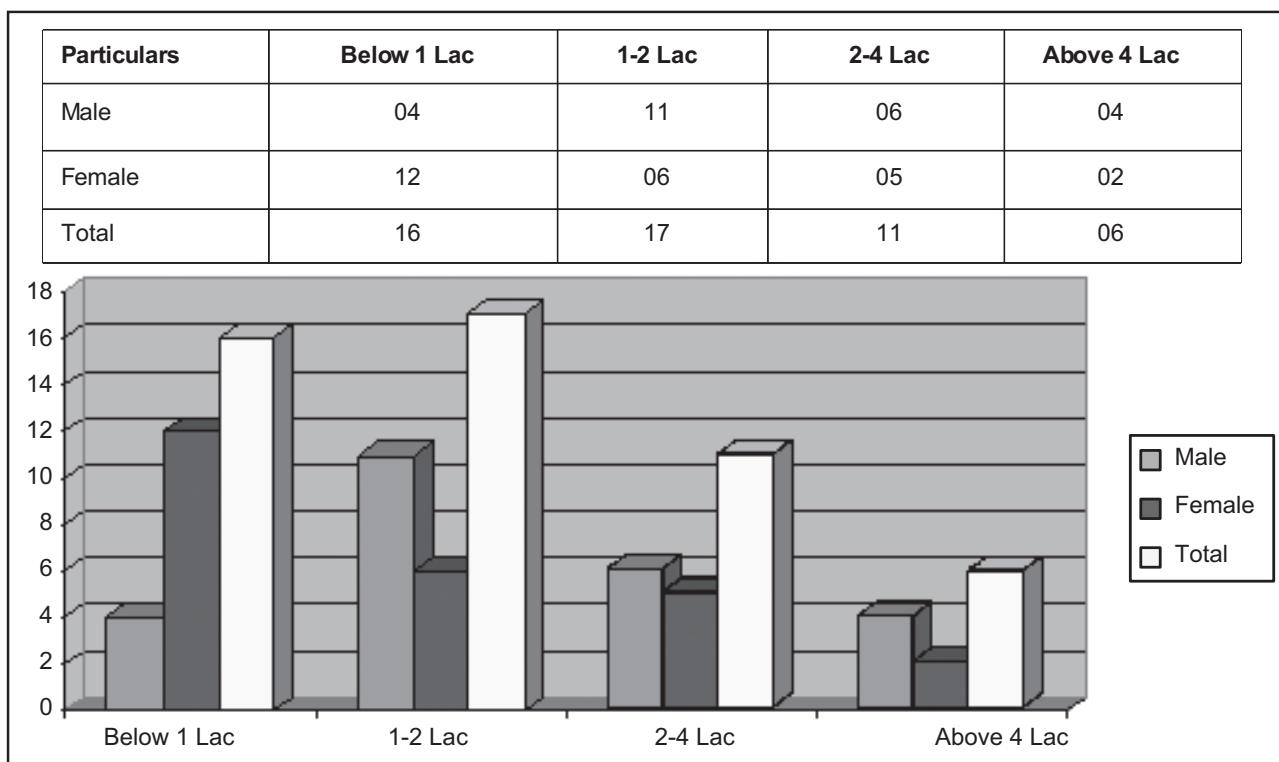
Table - 6



It is observed that majority of the Male respondents have annual Income in range of 2-5 Lac while majority of Female respondents have annual income in range of 1-2 Lac.

Annual Savings

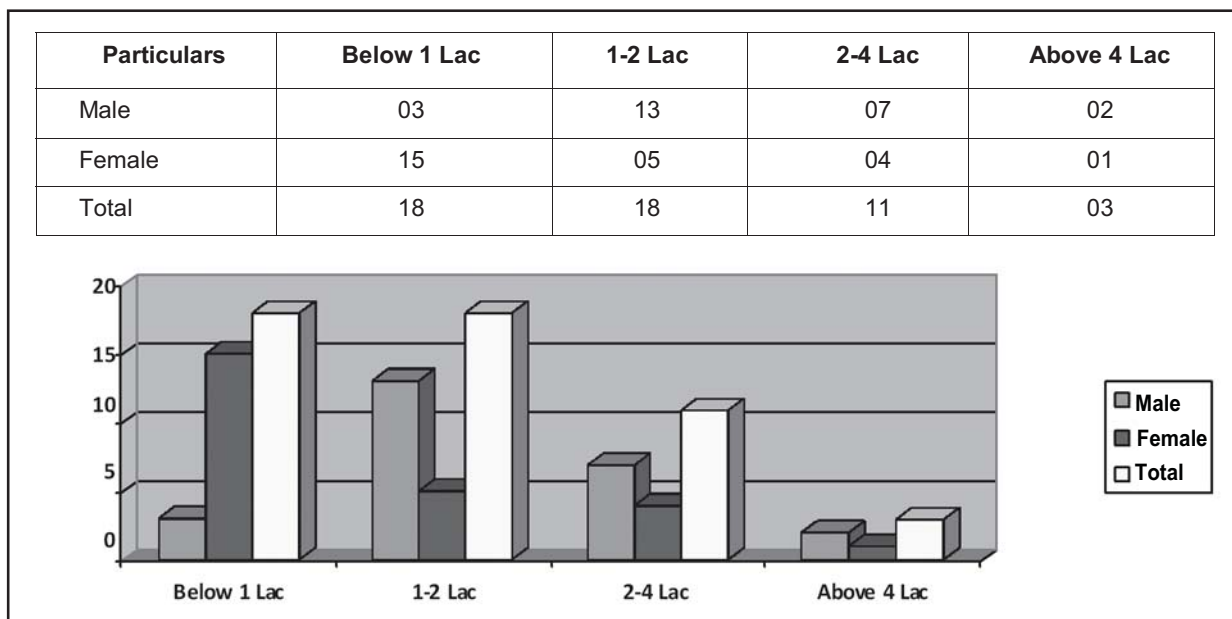
Table - 7



It is observed that majority of the Male respondents have annual Savings in range of 1-2 Lac while majority of Female respondents have annual savings below 1 Lac.

Annual Investment

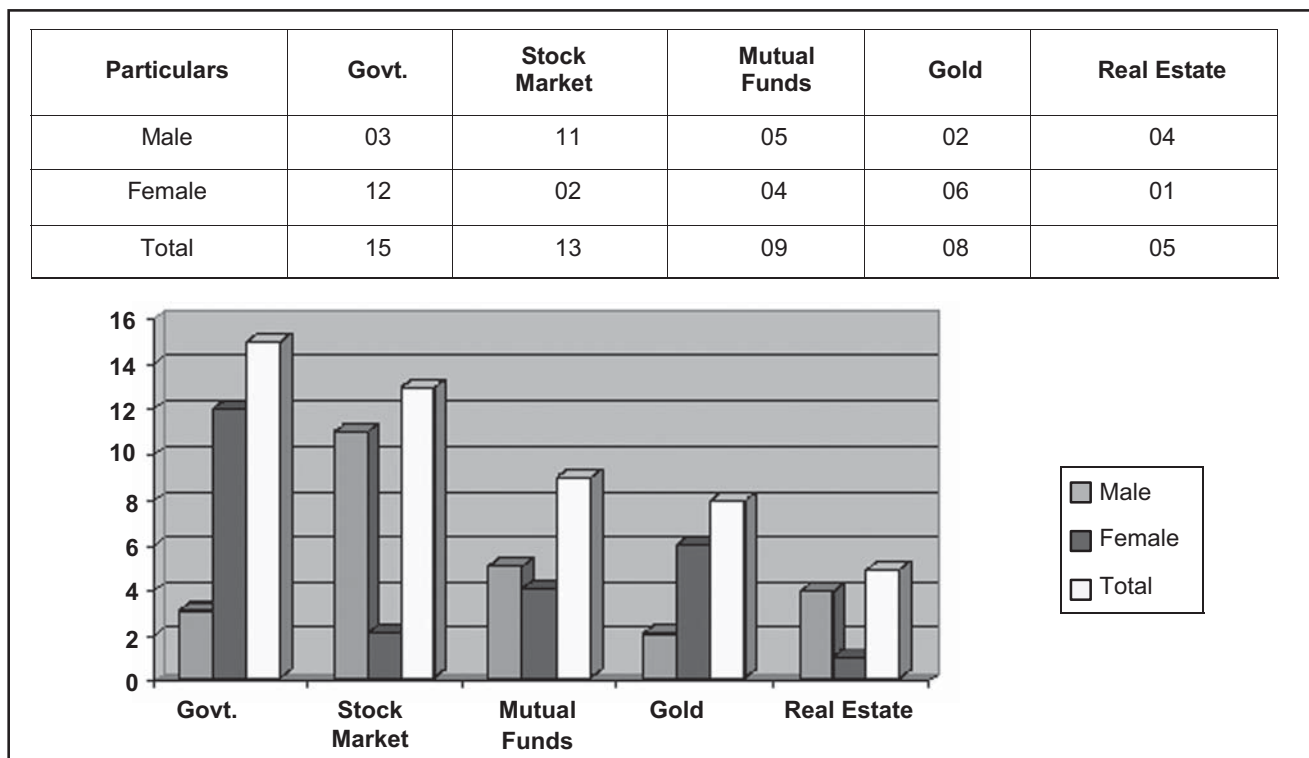
Table - 8 (Considering The Total of All The Avenues)



It is observed that majority of the Male respondents have annual Investment in range of 1-2 Lac while majority of Female respondents have annual Investment below 1 Lac.

Avenues of Investment

Table - 9



It is observed that majority of Investment of Male respondents is in the Stock market followed by Mutual Fund , Real Estate and Government Securities while the minimum is in Gold. Whereas the majority of Investment of Female respondents is in the Government Securities followed by Gold, Mutual Fund and Stock Market while the minimum is in Real Estate theas the first

Return On Investment

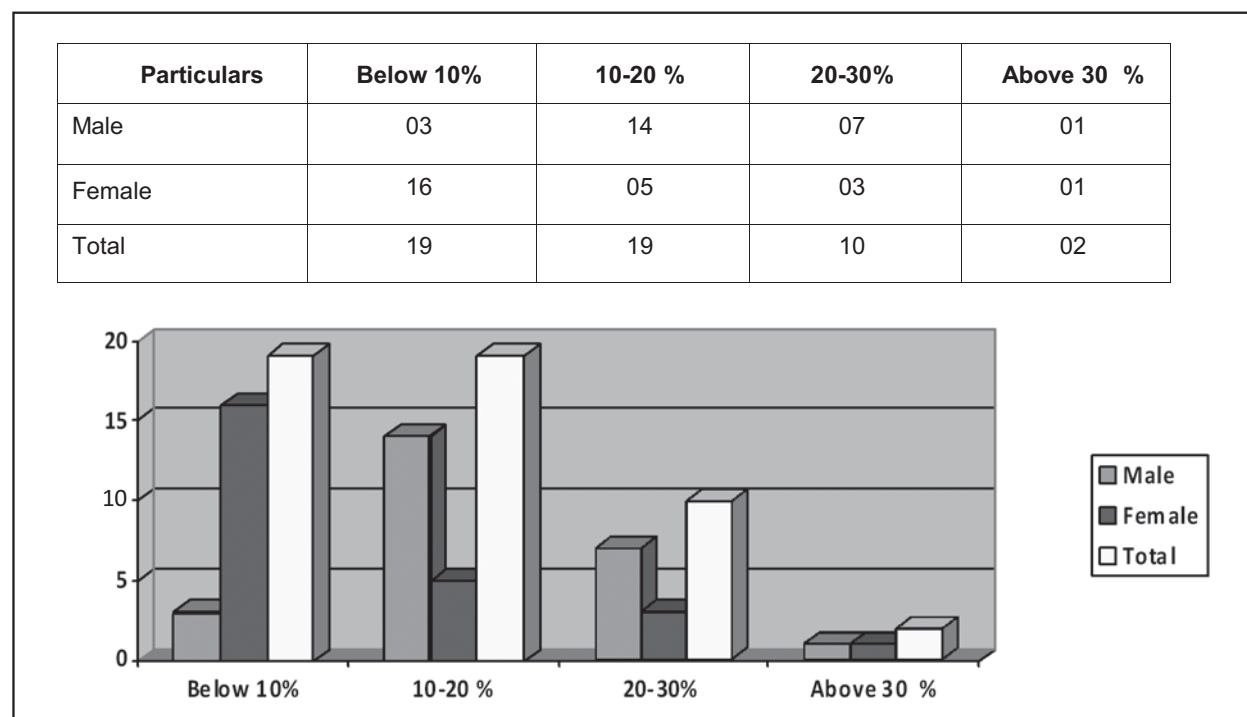
Table - 10

Particulars	Less than or equal to the prevailing Market Return	More than the prevailing Market Return
Male	10	15
Female	19	06
Total	29	21

It is observed that the majority of Male respondents invest in those Avenues of Investment where the Return on Investment is more than the Prevailing Market Return. Whereas the majority of Female respondents invest in those Avenues of Investment where the Return on Investment is Less than or Equal to the Prevailing Market Return

Proportion of Savings To Income

Table - 11

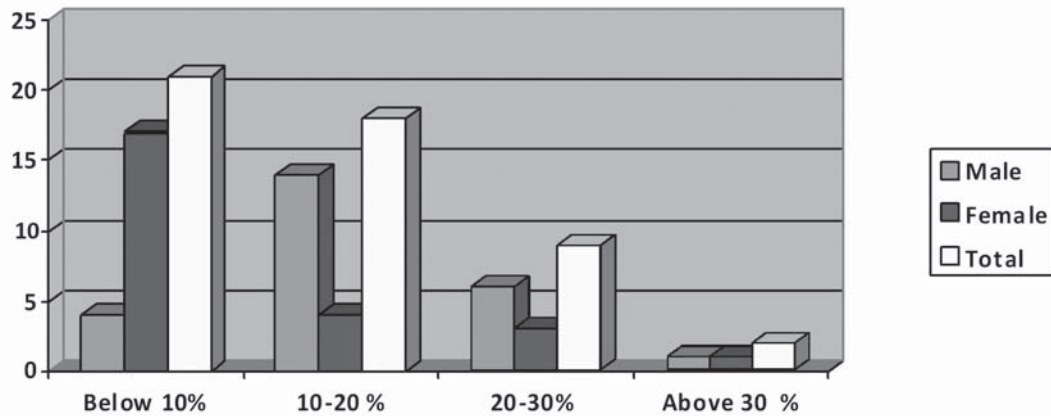


It is observed that majority of the Male respondents have proportion of savings to income in range of 10-20% while majority of Female respondents have proportion of savings to income in range of Below 10%.

Proportion of investment to income

Table - 12

Particulars	Below 10%	10-20 %	20-30%	Above 30 %
Male	04	14	06	01
Female	17	04	03	01
Total	21	18	09	02

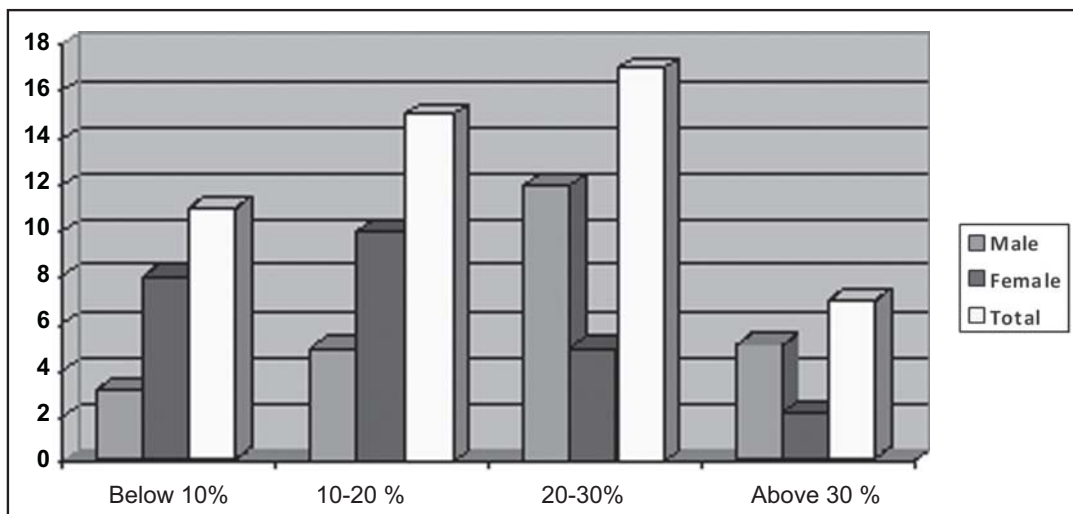


It is observed that majority of the Male respondents have proportion of investment to income in range of 10-20% while majority of Female respondents have proportion of investment to income in range of Below 10%.

Proportion of Investment To Savings

Table - 13

Particulars	Below 40%	40-50 %	50-60%	Above 60 %
Male	03	05	12	05
Female	08	10	05	02
Total	11	15	17	07



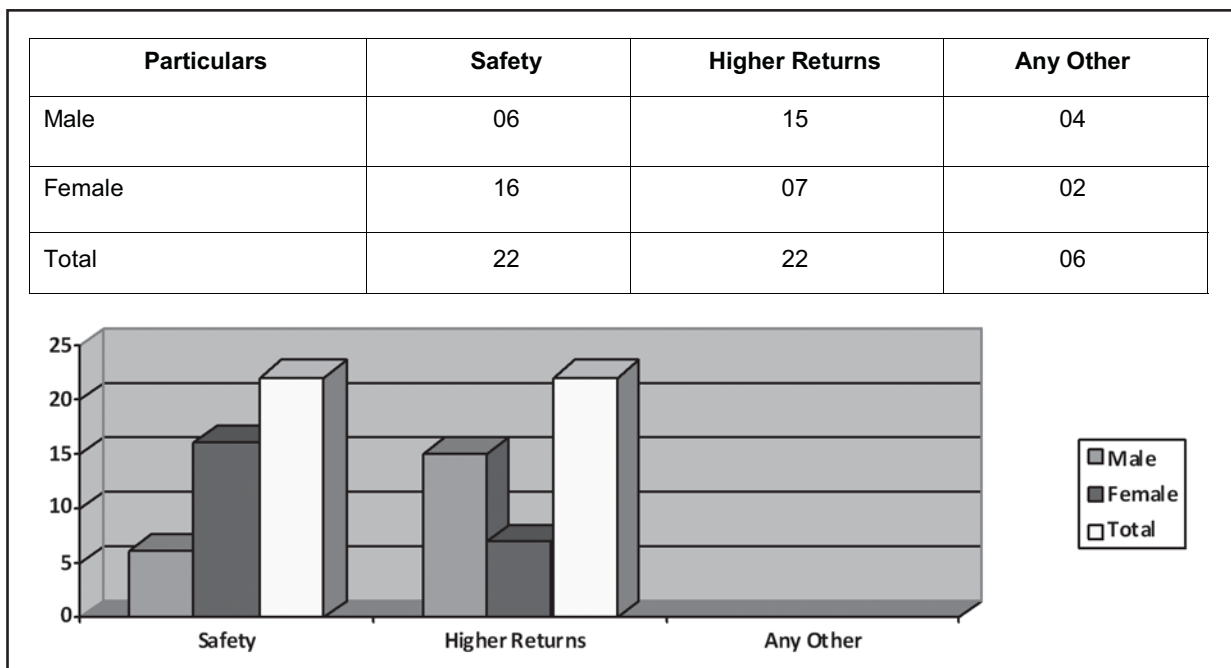
IRJC

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It is observed that majority of the Male respondents have proportion of investment to savings in range of 50- 60 % while majority of Female respondents have proportion of investment to savings in the range of 40-50% .

Reason for Investment

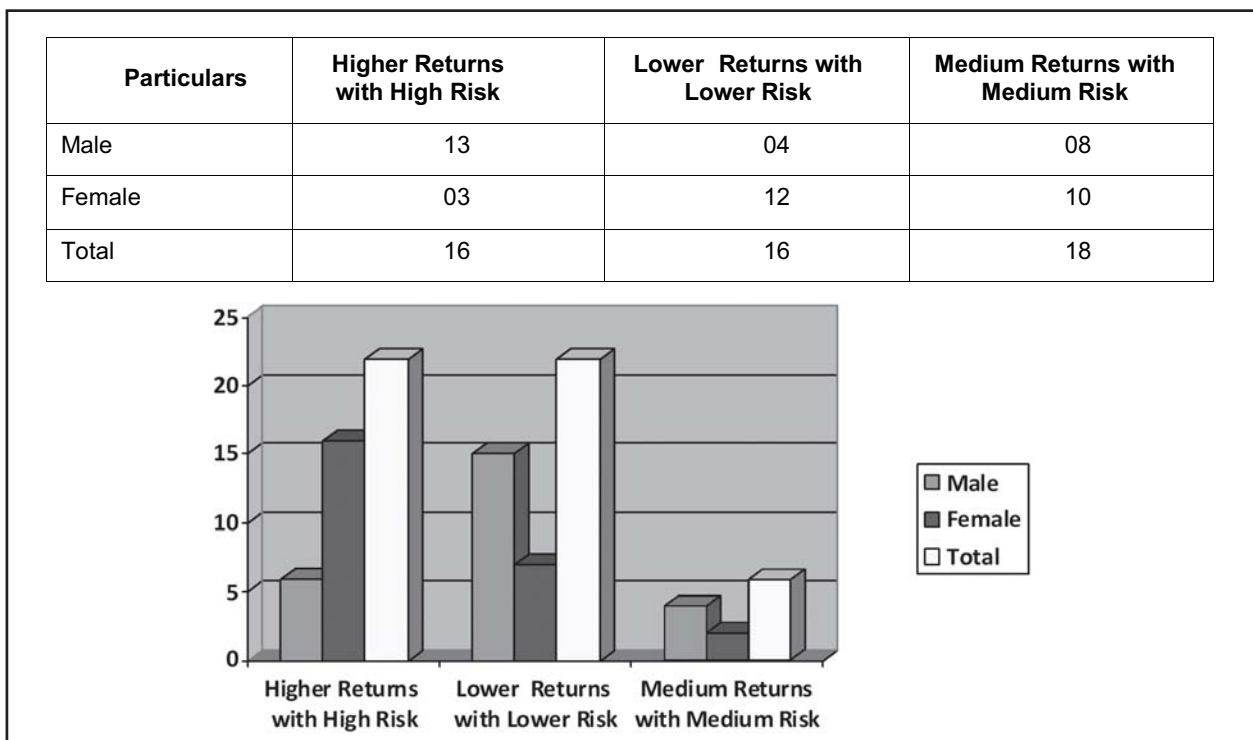
Table - 14



It is observed that the majority of Male respondents invest for getting higher returns on their funds/savings where as majority of female respondents invest for safety of their funds/savings.

Preference of Investment

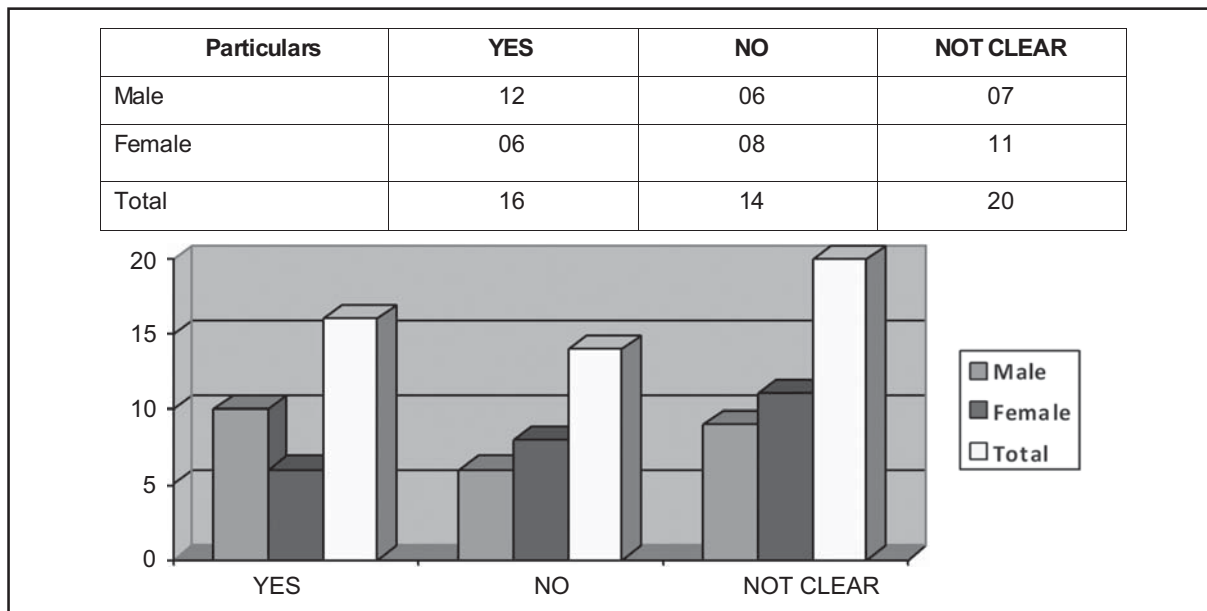
Table - 15



It is observed that the male respondents prefer Higher Returns with High Risk while the female respondents prefer Lower Returns with Lower Risk.

Satisfaction from Investment

Table - 16



It is observed that the Male respondents are satisfied with their savings and investments while the female respondents are not clear on the matter.

Conclusions

The economy is prospering, the job market is booming and salaries are touching a new high. The new breed of Indian youth has its pockets full and is intelligent enough not to let its money rust in bank accounts. Investment is on their mind and an option that has the potential to multiply their savings and provide maxi-mum tax rebate is the one they crave. Traditional saving options like post office schemes and fixed deposits are now passé. ?Options like post office schemes and fixed deposits are not very popular with the youth as the rate of interest on them is lower as compared to other in-vestment options available. Safety and security which were once upon a time the main reasons for investment are no longer the major criteria that determine the choice of investment. With money in hand and age on their side, the young investors are not hesitant in taking risk. ?Fixed deposits are not a very attractive investment option for youngsters these days. Most of the people who opt for fixed deposits are senior citizens is revealed in one of the surveys conducted in India. Saving tax is one of the major reasons behind investment by the youth. Traditional saving schemes do not provide any tax benefits and are, therefore, keeping the youngsters away from them. ?Why should I invest in fixed deposits and post office schemes when they provide no tax rebates and the rate of return on

them is fixed and also lower than other investment options, is what Young saver and investor has to say.

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SERVQUAL” DIMENSIONS IN SELECT PRIVATE BANKS WITH SPECIAL REFERENCE TO CHENNAI REGION

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Dr.R. Tamilarasan²

INTRODUCTION

The success of service businesses depends on the effectiveness of the services provided to the customers. The banking services have become a complex affair because of the diversity of customers and the unpredictability in customer behavior. The needs of the customers are varied though their basic characteristics may be similar. Many conceptual researches and surveys have been undertaken in the various areas of services marketing. A service is an activity which has some element of intangibility associated with it, which involves some interaction with customers. The banking service is a customer-oriented service industry where the customer is in focus and the quality of customer service is the differentiating factor. Marketing of services by banks in the globalised economy requires special study because of the competition involved in this sector. The provision of essential financial services is the prime activity of banks. Today's Customers are deeply concerned about having a high quality experience of Banking. In fiercely competitive marketplace, characterized by similarly priced, lookalike product offerings from a variety of Financial Institutions, clear winners will be the ones that provide excellent service quality. Delivering quality to customers is paramount to a company's wellbeing because it results in more new customers, more business with existing customers, fewer lost customers, more protection from price competition. Quality of service is becoming an increasingly important differentiator between competing businesses in the Banking sector.

STATEMENT OF THE PROBLEM

In the last 30-35 years of the past century, services came to acquire a vast range of positive economic attributes. By the mid-1970s, the national accounting systems of most industrialized nations gave prominence to presenting valuations of services. In these countries, the rise in the share of services in national income was associated with overall economic growth as well as improvement in the quality of life. By the beginning of the 1980s. Indian statisticians too were tracking the evolution of the organised services sector in detail. Service quality issues and customer satisfaction are top

priorities for business, which are facing increased competition and very demanding customers. It is argued that "it costs five times as much to replace a customer as it does to keep one". Research shows that approximately 33% of customers who switch do so in search of the service quality they want. Banking is one of those industries in which service quality and customer satisfaction has attracted the attention of many researchers. The main reason is that during the past decade, the banking sector has undergone drastic changes, resulting in market place that is characterized by intense competition, little growth in primary demand and increased deregulation. Moreover, the information explosion has also pervaded the banking industry in a big way. It has not only changed the way banking business is being conducted but also changed the way banking business is being perceived today. Customers have wireless banking, electronic banking, electronic cash and ATMs (to name but a few innovations) at their disposal. Also, private banks have discovered that increasing customer retention has a significant impact on banks profitability. Service quality, therefore, is commonly noted as a critical requirement for satisfying and retaining valued customers. To achieve a better customer focus, it is critical to determine which dimensions of service quality are more important to different customers. In the light of above facts, the present research was undertaken to study and investigate the service quality in the banking industry.

OBJECTIVES OF THE STUDY

The Objectives refer to the questions to be answered through the study. They indicate what researcher trying to get from the study. The broad objectives of this study are as follows:

PRIMARY OBJECTIVE

- To study and analyse the various Service Quality dimensions and their impact on Customer Satisfaction and Loyalty in selected Private Sector Banks in Chennai.

SECONDARY OBJECTIVES

- To identify the customers' expectations on Service Quality in Private Sector Banks in Chennai.

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- To analyse the customers' perceptions on Service Quality in Private Sector Banks in Chennai.
- To analyse the impact of Service Quality on the Customer Satisfaction in Private Sector Banks in Chennai.
- To assess the impact of Service Quality on Customer Loyalty in Private Sector Banks in Chennai.
- To measure the Service Quality Gap if any with respect to Service Quality in Private Sector Banks in Chennai.

SCOPE OF THE STUDY

The study covers the customer perception towards the bank followed by the level of the satisfaction, attitudes and focus on the customer relationship maintained by the banks. The study focuses on the various parameters which help to compare with new generation banks services to old generation banks. The study has been considered only top 3 new generation private banks Axis bank, ICICI Bank, HDFC Bank and 3 old generation banks Karur Vysya bank, City Union bank and Lakshmi Vilas bank (based on Tamil Nadu origin bank) (based on net sales in BSE 2014). This research may help in identification of customer expectations towards the old & new private banking sector in Chennai region.

Limitations of the Research

- The study focuses only on Chennai region, which is not applicable for any other region.
- The sample size was 900 only not covered entire population, because duration of the study was only 3 years.
- The customer might have given biased information.
- The study has been considered only top 3 new generation private banks Axis bank, ICICI Bank, HDFC Bank and 3 old generation banks Karur Vysya bank, City Union bank and Lakshmi Vilas bank.
- The respondents are heterogeneous group. They are different from each and every member through demographic factors.
- It is very difficult to get high class people's appointment for filling up the questionnaire.

HYPOTHESIS OF THE STUDY

1. There is no significance difference between Old Private Sector Bank and New Generation Bank respondents with respect to the expectations on Service Quality of Banks.
2. There is no significant difference between Old Private Bank and New Generation Private Bank respondents with respect to the Customer Satisfaction on Service Quality of Banks.
3. There is no significant difference between Old Private Bank and New Generation Private Bank respondents

- with respect to the Impact of Service Quality on Customer Loyalty towards Banks.
4. There is no significant relationship between the various dimensions of Service Quality of banks and Customer Satisfaction.
 5. There is no significant relationship between the various dimensions of Service Quality and Customer Loyalty towards banks.
 6. There is no significant relationship between the Customer Satisfaction and Customer Loyalty towards banks

METHODOLOGY

a. Sources of Data

Questionnaire has been used to collect the primary data relating to ServQual in Private Banks in Chennai Region. Secondary Data has been collected from Journals, Magazine, Internet, books. The duly filled in questionnaire were analysed by the researcher and in accordance with the requirements of the objectives and hypothesis, various tables (frequency, percentage, etc.) were prepared. The data, after collection has to be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan.

b. Framework of Analysis

Analysis has been done through various statistical tools to understand the outcomes with reference to the objectives and hypothesis. Seven main data analysis techniques were chosen for this study to analyze the data and the data processing was carried out using the SPSS Software, Version 20. These analysis techniques were

1. Descriptive Analysis (Tabulation, percentage, Means, Rank, etc)
2. Independent – Samples t-test
3. ANOVA
4. Correlation
5. Multiple Regression and
6. Factor Analysis

These analysis techniques were considered the most appropriate to answer the research questions based on the objectives and Hypothesis

c. Sampling

The study is limited to the survey conducted among whoever having bank account in the private banks in Chennai region.

Sampling Area: The selection of market survey in Chennai Region

Sample Size: 900 Respondents

Sampling Method: Probability (Stratified Random Sampling)

Time: The duration of survey period was 6 months.

ANALYSIS

INFERENTIAL STATISTICS

Independent sample 't' test

H_0 : There is no significance difference between Old Private Sector Bank and New Generation Bank respondents with respect to the expectations on Service Quality of Banks.

TABLE - 1

VARIABLES	TYPE OF BANK						t - value	p - value
	OLD PRIVATE			NEW GEN PRIVATE				
	N	Mean	SD	N	Mean	SD		
Bank should be well-equipped with up-to-date facilities and modern equipment and furniture.	521	4.08	0.966	379	4.09	0.707	6.274	0.001
Bank staffs must have neat and professional appearance	521	4.01	0.932	379	4.38	0.690	0.118	0.906
Bank should have visually appealing material and information associated with the service	521	3.97	1.048	379	3.38	0.562	4.510	0.001
EXPECTATION - PHYSICAL ASPECTS	521	12.06	0.934	379	11.85	1.205	2.771	0.006
Bank should provide the promised services at the promised time.	521	3.93	0.838	379	4.14	0.774	2.602	0.010
Bank should maintain error-free records and should provide accurate information	521	4.31	0.823	379	4.18	0.553	1.925	0.045
Bank staffs should be dependable for the customer services.	521	3.86	0.859	379	4.09	0.574	3.149	0.002
EXPECTATION - CREDIBILITY	521	12.10	0.887	379	12.41	0.745	3.683	0.001
Bank should keep customers informed about when services will be performed	521	4.13	0.893	379	4.29	0.677	7.875	0.001
Bank should provide prompt service to customers	521	4.15	0.912	379	3.58	0.645	4.200	0.001
Bank should provide quick and timely responses to customers' requests and queries	521	3.74	0.758	379	3.35	0.623	8.993	0.001
EXPECTATION - RESPONSIVENESS	521	12.02	0.891	379	11.20	0.785	2.681	0.008

Bank should ensure the safety and security in all banking transactions	521	3.90	0.888	379	3.46	0.574	1.198	0.232
Bank should protect the customer's personal and financial information	521	3.39	0.631	379	4.38	0.760	1.708	0.088
Bank should maintain the privacy of the customers	521	4.13	1.009	379	3.83	0.744	0.880	0.380
EXPECTATION - SECURITY AND PRIVACY	521	11.42	1.124	379	11.67	0.841	0.000	1.001
Bank staffs should handle any problems that arise in the transaction properly	521	3.28	0.651	379	3.75	0.868	1.614	0.107
Bank staffs should be knowledgeable to answer the questions/queries of the customers	521	3.34	0.676	379	3.33	0.619	2.214	0.027
Bank staffs should be competent in providing advice on deposits, Investments, Tax benefits, etc.	521	4.08	0.621	379	4.13	0.921	1.181	0.238
EXPECTATION - COMPETENCE	521	10.70	1.361	379	11.21	0.957	2.469	0.014
Bank staffs must give me individual attention.	521	3.26	0.521	379	3.17	0.627	1.721	0.086
Bank staffs must deal with customers in a caring fashion and must understand the needs of the customers	521	3.27	0.647	379	3.42	0.765	0.289	0.773
Operating hours of the bank are convenient to all its customers	521	3.05	0.587	379	3.39	0.861	8.251	0.001
EXPECTATION - EMPATHY	521	9.58	0.789	379	9.98	0.864	2.254	0.025
Bank staffs should instill confidence in customers	521	3.75	0.638	379	3.07	1.073	6.274	0.001
Bank staffs should be consistently courteous and polite	521	3.58	0.792	379	3.48	0.823	6.024	0.001
Bank staffs should be honest and trustworthy in their service	521	4.36	0.557	379	3.05	0.543	4.090	0.001
EXPECTATION - ASSURANCE	521	11.69	0.684	379	9.60	0.888	7.205	0.001

Bank staffs must easily be approachable for their problems and requests	521	4.34	0.954	379	3.77	1.052	3.876	0.000
Bank ATMs and other facilities should easily be accessible	521	4.22	0.970	379	3.86	1.171	2.275	0.025
Bank has branch offices at the convenient locations that should easily be accessible	521	4.14	1.014	379	3.80	0.942	2.450	0.016
EXPECTATION - ACCESSIBILITY	521	12.70	0.721	379	11.43	0.846	2.569	0.018
Bank should provide required and valuable information	521	4.16	0.908	379	4.09	1.236	0.483	0.630
Bank should provide information which are easy to understand	521	3.74	1.158	379	3.49	1.087	1.624	0.027
Bank should provide information which are current and timely	521	3.62	1.283	379	3.29	1.009	2.132	0.034
EXPECTATION - INFORMATION	521	11.52	0.784	379	10.87	0.834	2.169	0.024
Transfer of funds and other transactions should be faster and easier	521	4.18	1.057	379	3.87	0.850	2.347	0.020
The website of the bank must be well-organized/arranged and should be user-friendly interface	521	4.19	0.999	379	4.09	1.139	0.694	0.489
Electronic banking services should easily be accessible via Internet banking, Mobile banking, EFT, ECS, ATM, etc.	521	3.96	1.051	379	3.60	0.969	2.543	0.012
EXPECTATION - ELECTRONIC SERVICE (E- SERVICE)	521	12.33	0.687	379	11.56	0.774	2.354	0.018
EXPECTATIONS ON SERVICE QUALITY DIMENSIONS	521	116.12	0.842	379	111.80	0.961	7.938	0.000

Source : Primary Data

INTERPRETATION

An independent-samples t-test was conducted to compare the difference between Old Private Sector Bank and New Generation Bank respondents with respect to the expectations on Service Quality of Banks.

Table - 2

VARIABLES	t - Value	P - Value	Level of significance	RESULT	
				Significance	Null Hypothesis
Bank should be well-equipped with up-to-date facilities and modern equipment and furniture.	6.274	0.001	0.01	Significant	REJECTED
Bank staffs must have neat and professional appearance	0.118	0.906	0.05	Insignificant	ACCEPTED
Bank should have visually appealing material and information associated with the service	4.510	0.001	0.01	Significant	REJECTED
EXPECTATION - PHYSICAL ASPECTS	2.771	0.006	0.01	Significant	REJECTED
Bank should provide the promised services at the promised time.	2.602	0.010	0.01	Significant	REJECTED
Bank should maintain error-free records and should provide accurate information	1.925	0.045	0.05	Significant	REJECTED
Bank staffs should be dependable for the customer services.	3.149	0.002	0.01	Significant	REJECTED
EXPECTATION - CREDIBILITY	3.683	0.001	0.01	Significant	REJECTED
Bank should keep customers informed about when services will be performed	7.875	0.001	0.01	Significant	REJECTED
Bank should provide prompt service to customers	4.200	0.001	0.01	Significant	REJECTED
Bank should provide quick and timely responses to customers' requests and queries	8.993	0.001	0.01	Significant	REJECTED
EXPECTATION - RESPONSIVENESS	2.681	0.008	0.01	Significant	REJECTED
Bank should ensure the safety and security in all banking transactions	1.198	0.232	0.05	Insignificant	ACCEPTED
Bank should protect the customer's personal and financial information	1.708	0.088	0.05	Insignificant	ACCEPTED
Bank should maintain the privacy of the customers	0.880	0.380	0.05	Insignificant	ACCEPTED
EXPECTATION - SECURITY AND PRIVACY	0.000	1.001	0.05	Insignificant	ACCEPTED
Bank staffs should handle any problems that arise in the transaction properly	1.614	0.107	0.05	Insignificant	ACCEPTED

Bank staffs should be knowledgeable to answer the questions/queries of the customers	2.214	0.027	0.05	Significant	REJECTED
Bank staffs should be competent in providing advice on deposits, Investments, Tax benefits, etc.	1.181	0.238	0.05	Insignificant	ACCEPTED
EXPECTATION - COMPETENCE	2.469	0.014	0.05	Significant	REJECTED
Bank staffs must give me individual attention.	1.721	0.086	0.05	Insignificant	ACCEPTED
Bank staffs must deal with customers in a caring fashion and must understand the needs of the customers	0.289	0.773	0.05	Insignificant	ACCEPTED
Operating hours of the bank are convenient to all its customers	8.251	0.001	0.01	Significant	REJECTED
EXPECTATION - EMPATHY	2.254	0.025	0.05	Significant	REJECTED
Bank staffs should instill confidence in customers	6.274	0.001	0.01	Significant	REJECTED
Bank staffs should be consistently courteous and polite	6.024	0.001	0.01	Significant	REJECTED
Bank staffs should be honest and trustworthy in their service	4.090	0.001	0.01	Significant	REJECTED
EXPECTATION - ASSURANCE	7.205	0.001	0.01	Significant	REJECTED
Bank staffs must easily be approachable for their problems and requests	3.876	0.000	0.01	Significant	REJECTED
Bank ATMs and other facilities should easily be accessible	2.275	0.025	0.05	Significant	REJECTED
Bank has branch offices at the convenient locations that should easily be accessible	2.450	0.016	0.05	Significant	REJECTED
EXPECTATION - ACCESSIBILITY	2.569	0.018	0.05	Significant	REJECTED
Bank should provide required and valuable information	0.483	0.630	0.05	Insignificant	ACCEPTED
Bank should provide information which are easy to understand	1.624	0.027	0.05	Significant	REJECTED
Bank should provide information which are current and timely	2.132	0.034	0.05	Significant	REJECTED
EXPECTATION - INFORMATION	2.169	0.024	0.05	Significant	REJECTED
Transfer of funds and other transactions should be faster and easier	2.347	0.020	0.05	Significant	REJECTED

The website of the bank must be well-organized/arranged and should be user-friendly interface	0.694	0.489	0.05	Insignificant	ACCEPTED
Electronic banking services should easily be accessible via Internet banking, Mobile banking, EFT, ECS, ATM, etc.	2.543	0.012	0.05	Significant	REJECTED
EXPECTATION - ELECTRONIC SERVICE (E- SERVICE)	2.354	0.018	0.05	Significant	REJECTED
EXPECTATIONS ON SERVICE QUALITY DIMENSIONS	7.938	0.000	0.01	Significant	REJECTED

As the P values are lesser than Sig. Value (0.05 and 0.01) in all service quality dimensions (Physical Aspects, Credibility, Responsiveness, Competence, Empathy, Assurance, Accessibility, Information, Electronic Service) including Overall Expectations on service quality dimensions Score, the Null Hypotheses are rejected. The Null Hypothesis is accepted in only one case, i.e., Expectation on Security and Privacy, since the P(1.001) value is greater than Sig. Value (0.05). Hence, it is concluded that there is a statistically significant difference between Old Private Sector Bank and New Generation Bank respondents with respect to the expectations on the various dimensions of Service Quality of Banks.

Based on the mean scores of expectation on the various dimensions of Service Quality of Bank, we can say that the mean value in the above variable is more for respondents of Old Private Sector Banks (M=116.12) than the respondents of New Private Sector Banks (M=111.80). It indicates that the respondents of Old Private Sector Banks have more expectations on the various dimensions of Service Quality of Banks than the respondents of New Private Sector Banks.

Overall, there is a significant difference between Old Private Sector Bank and New Generation Bank respondents with respect to the expectations on Service Quality of Banks.

FINDING

There is a statistically significant difference in the expectation and perception of respondents with respect to the Service Quality of banks. The perception of the respondents is lesser than expectation on service quality of banks.

There is a decrease in the mean score of perception over expectation on Service Quality of banks. The mean score of service quality difference is more in case of Responsiveness and same is lesser in case of Physical Aspects.

In case of Old Private Sector Banks, the maximum Service Quality Gap (-2.48) among all the service quality dimensions was found in RESPONSIVENESS. The lowest Service Quality Gap (-0.15) was found in INFORMATION of the bank products and services. There is a positive Gap in case of EMPATHY.

In case of New Generation Private Sector Banks, the maximum Service Quality Gap (-3.06) among all the service quality dimensions was found in CREDIBILITY. The lowest Service Quality Gap (-0.36) was found in ACCESSIBILITY of the bank products and services. There is a positive Gap in case of EMPATHY, ASSURANCE and INFORMATION. The service quality dimension – Assurance has the highest positive among others.

Overall, the maximum Service Quality Gap (-1.60) among all the service quality dimensions was found in RESPONSIVENESS. The lowest Service Quality Gap (-0.30) was found in PHYSICAL ASPECTS of the bank products and services.

The Overall Service Quality Gap Score is more (-9.09) in case of New Generation Private Sector Banks than Old Private Sector Banks (-8.51). This indicates that the Service Quality of Old Private Sector Banks is somewhat better than New Generation Private Sector Banks.

DISCUSSION ON SERVICE QUALITY DIMENSIONS

OVERALL RELATIONSHIP BETWEEN SERVICE QUALITY DIMENSIONS AND CUSTOMER SATISFACTION AND LOYALTY

Table - 3

S. No.	SERVICE QUALITY DIMENSIONS	CUSTOMER SATISFACTION	CUSTOMER LOYALTY	RELATIONSHIP	RESULT
1.	Physical Aspects		0.037*	Positive	Significant
2.	Credibility	0.704	0.728	Positive	Significant
3.	Responsiveness	0.611	0.667	Positive	Significant
4.	Security & Privacy	0.623	0.657	Positive	Significant
5.	Competence	0.648	0.722	Positive	Significant
6.	Empathy	0.611	0.745	Positive	Significant
7.	Assurance	0.567	0.565	Positive	Significant
8.	Accessibility	0.698	0.795	Positive	Significant
9.	Information	0.556	0.750	Positive	Significant
10.	Electronic Service	0.752	0.801	Positive	Significant
OVERALL SERVICE QUALITY DIMENSIONS		0.766	0.851	Positive	Significant

Insignificant relationship

- From the above table, it is found that there is a strong significant positive relationship between the various dimensions of Service Quality and Customer Satisfaction and Loyalty towards banks.
- Out of the various service quality dimensions, Electronic Service has high correlation with Customer Satisfaction as well as Customer Loyalty.
- Out of the various service quality dimensions, Physical Aspects has very less correlation with Customer Satisfaction as well as Customer Loyalty (insignificant).

SUGGESTIONS AND RECOMMENDATIONS

The suggestions made in this chapter are personal opinions of the researcher and should not be considered as facts. No research has been conducted on how well the suggestions would work in real-life and should therefore be taken merely as good advice. This study provides information which could benefit the Banking Administration in better understanding the customer expectations and perceptions on service quality. The Banking sector could consider and develop the following to respond to the needs and expectations of customers with respect to the service quality: In a service organization like the Banking, proper utilization of the employees and other resources is the most important prerequisite for achieving the objectives. The need for the formulation of uniform and purposeful policies related to proper training of employees, better usage of technology, proper complaint solving mechanism, etc., have to be recognized and more attention has to be paid to the planned growth and development in facilities and better utilization of the bank staff and other infrastructure, which constitute the most important criteria for customer satisfaction and loyalty towards banks.

CONCLUSION:

The overall customer satisfaction of Private Sector Banks has a mediating effect on the relationship between service quality dimensions (Physical Aspect, Credibility, Responsiveness, Security and Privacy, Competence, Empathy, Assurance, Accessibility, Information and EService) and customer loyalty towards Private Sector Banks. This

result is consistent with research by Caruana (2002), Butcher, Sparks, and O'Callaghan (2001), Ehigie (2006) and Lam and Burton (2006). This study provides motivation and insights to managers in the banking industry to further emphasize increasing customer satisfaction and loyalty. Customer loyalty and retention is potentially one of the most powerful weapons that financial institutions can employ in their fight to gain a strategic advantage and survive in today's ever-increasing competitive environment. Moreover, banks need to develop strategies that enhance loyalty of their customers.

The result of this study has proven that SERVQUAL model is still the effective model to measure customer satisfaction in the banking industry. Managers from various banks should continuously measure and improve the level of customer satisfaction using the SERVQUAL model in order to maintain competitive in the market place.

Service Quality leads to customer satisfaction. Customer satisfaction leads to customer loyalty and retention thus it is important that bankers ensure that customer's needs are taken care of to their satisfaction. Bankers must identify potential customers, determine their needs, and then develop and deliver products and services to meet their needs effectively. They should try and maintain a relationship with the customers who will lead to a long term relationship and mutual benefits to the bank.

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BANCASSURANCE - PROBLEMS AND CHALLENGES IN INDIA

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Dr. Shobha C²

Abstract

As economy grows, it not only demands stronger and vibrant financial sector but also necessitates providing with more sophisticated and variety of financial and banking products and services. The coming together of different financial services has provided synergies in operations and development of new concepts. Among these bancassurance is an additional service provided by the banker to insurance companies. Bancassurance is an efficient distribution channel with higher productivity and lower costs than traditional insurance distribution channels. Insurance policies are instruments/products that play major role in upholding the financial structure of developed countries. Bancassurance provides various advantages to banks, insurers and the customers. For the banks, income from bancassurance is the only non interest based income. Interest is market driven and fluctuating and quite narrowing these days. Banks do not get great margins because of the competition This is why more and more banks are getting into bancassurance so as to improve their incomes.

But Success of a bancassurance requires entirely different approach, thinking and work culture on the part of everybody involved.

This paper attempts to explain the present trends in bancassurance. While analyzing the present trend, it also highlights some of the likely issues in general as well as specific problems faced by banks. The paper concludes by suggesting strategies and policies to make bancassurance a win-win situation for all the parties involved i.e., the customer, the insurance companies and the banks.

Key words: Bancassurance, life insurance, distribution channel, referral mode etc.

Introduction

In India bancassurance process began in 2000. IRDA came with the regulation on registration of Indian companies. Government of India also issued a notification specifying 'Insurance' as a permissible form of business that could be undertaken by the banks under section 6(1) (0) of the banking regulation Act, 1949.. All schedule commercial banks were permitted to undertake insurance business as agent of the Insurance companies on fee basis, without any risk participation. Specific rules were framed for setting up of joint venture companies for undertaking insurance business with risk participation.

There has been no looking ever since. Traditionally, insurance products were sold only through individual agent and they accounted for a major chunk of the business in retail segment. With the opening of this sector to private players, competition has become more intense and the public sector major LIC has been challenged with a flood of a new product and new means of marketing. Insurance industry in India has been progressing at a rapid pace since opening up of the sector to the entry of private companies in 2000.

Objectives:

1. To study the role and scope of bancassurance in India.

2. To study the strength, weakness and opportunities of bancassurance in India.
3. To examine the recent trends in bancassurance in India.

Meaning of bancassurance

Bancassurance, i.e., banc + assurance, refers to banks selling the insurance products.

Literature on bancassurance does not differentiate if the bancassurance refers to selling of life insurance products or non-life insurance products. Accordingly, here 'bancassurance' is defined to mean banks dealing in insurance products of both life and non-life type in any forms. According to IRDA, 'bancassurance' refers to banks acting as corporate agents for insurers to distribute insurance products.

The bank insurance model (BIM), also sometimes known as bancassurance is the partnership or relationship between a bank and an insurance company whereby the insurance company uses the bank sales channel in order to sell insurance products.

Evolution of bancassurance

Bancassurance term first appeared in France in 1980, to define the sale of insurance products through banks' distribution channels. This term is extremely familiar

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among the European countries as banks selling insurance products. Banks are being used as an effective alternate channel to distribute insurance products either as 'stand-alone insurance products' or 'add-ons to the bank products' by way of combining the insurance with typical banking products/services. Banks in Europe though predominantly deal with life insurance products; they are also channelling the non-life insurance products. It is also important to clarify that the term bancassurance does not just refer specifically to distribution alone. Other features, such as legal, fiscal, cultural and/or behavioural aspects also form an integral part of the concept of bancassurance.

Bancassurance across the world

- Bancassurance has grown at different places and taken shapes and forms in different countries depending upon demography, economic and legislative prescriptions in that country.
- It is most successful in Europe, especially in France, from where it started, Italy, Belgium and Luxembourg. The concept of bancassurance is relatively new in the USA. Bancassurance growth differs due to various reasons in different countries.
- The Glass–Steagall Act of 1933 prevented the banks of the USA from entering in to alliance with different financial services providers, thereby putting a barrier on bancassurance. As a result of this life insurance was primarily sold through individual agents, who focused on wealthier individuals, leading to a majority of the American middle class households being under-insured.
- With the US government repealing the act in 1999, the concept of bancassurance started gaining grounds in the USA also.

Business models across the world

'Integrated models' is insurance activity deeply integrated with bank's processes. Premium is usually collected by the bank, usually direct debit from customer's account held in that bank. New business data entry is done in the bank branches and workflows between the bank and the insurance companies are automated. In most cases, asset management is done by the bank's asset management subsidiary.

Insurance products are distributed by branch staffs, which are sometimes supported by specialised insurance advisers for more sophisticated products or for certain types of clients. Life insurance products are fully integrated in the bank's range of savings and investment products and the trend is for branch staff to sell a growing number of insurance products that are becoming farther removed from its core business, e.g., protection, health, or non-life products.

Products are mainly medium- and long-term tax-advantaged investment products. They are designed specifically for bancassurance channels to meet the needs of branch advisers in terms of simplicity and similarity with banking products. In particular, these products often have a low-risk insurance component.

Bank branches receive commissions for the sale of life insurance products. Part of the commissions can be paid to branch staff as commissions or bonuses based on the achievement of sales targets.

'Non-integrated models' – The sale of life insurance products by branch staff has been limited by regulatory constraints since most investment-based products can only be sold by authorised financial advisers who have obtained a minimum qualification.

Banks have therefore set up networks of financial advisers authorised to sell regulated insurance products. They usually operate as tied agents and sell exclusively the products manufactured by the bank's in-house insurance company or its third-party provider(s).

A proactive approach is used to generate leads for the financial advisers from the customer base, including through mailings and telesales. There is increasing focus on developing relationships with the large number of customers who rarely or never visit a bank branch.

Financial planners are typically employed by the bank or building society rather than the life company and usually receive a basic salary plus a bonus element based on a combination of factors including sales volumes, persistency, and product mix.

Following the reform of the polarisation regime, banks will have the possibility to become multi-tied distributors offering a range of products from different providers. This has the potential to strengthen the position of bancassurers by allowing them to meet their customers' needs.

'Mixed Models' - Under this Model, the marketing is done by the insurer's staff and the bank is responsible for generating leads only. In other words, the database of the bank is sold to the insurance company.

Bancassurance encompasses a variety of business models. We believe these business models fall broadly in three categories:

- Integrated models (where the bancassurance activity is closely tied to the banking business).
- Advice-based models (where there is less integration and the distribution is based on using professional insurance advisers to sell to the clients of the bank).
- Open architecture models.

Need for bancassurance in India

Researches and present day statistics speak about the need of a well equipped financial structure for a country that helps it to grow economically. The financial resources in the hands of people should be channelized in effective manner so as to increase the returns from the basic financial structure of nation and also the quality of living of people. Insurance policies are instruments/products that play major role in upholding the financial structure of developed countries. Though the teething phase of insurance, one may say is just past, a desirable foothold is yet to be found. With growth in number of middle class families in the country, RBI recognized the need of an effective method to make insurance policies reach people of all economic classes in every corner of the nation. Implementing bancassurance in India is one such development that took place towards the cause. The need and subsequent development of bancassurance in India began for the following reasons:

- To improve the channels through which insurance policies are sold/marketed so as to make them reach the hands of common man
- To widen the area of working of banking sector having a network that is spread widely in every part of the nation
- To improve the services of insurance by creating a competitive atmosphere among private insurance companies in the market

Bancassurance in India

As far as banking sector's infrastructure is concerned, only a few countries could match with India for having largest banking network in terms of bank branches spreading almost throughout the length and breadth of the country. This is a direct outcome of the then prevailing deliberate policy thrust towards branch expansion.

Emerging Trends

Though bancassurance has traditionally targeted the mass market, bancassurers have begun to finely segment the market, which has resulted in tailor-made products for each segment. The quest for additional growth and the desire to market to specific client segments has in turn led some bancassurers to shift away from using a standardised, single channel sales approach to adopting a multiple channel distribution strategy. Some bancassurers are also beginning to focus exclusively on distribution.

In some markets, face-to-face contact is preferred, which tends to favour bancassurance development. Nevertheless, banks are starting to embrace direct marketing and Internet banking as tools to distribute insurance products. New and emerging channels are becoming increasingly competitive, due to the tangible

cost benefits embedded in product pricing or through the appeal of convenience and innovation.

Finally, the marketing of more complex products has also gained ground in some countries, alongside a more dedicated focus on niche client segments and the distribution of non-life products. The drive for product diversification arises as banc assurers realise that over-reliance on certain products may lead to undue volatility in business income. Nevertheless, banc assurers have shown a willingness to expand their product range to include products beyond those related to bank products.

Important Bancassurance tie-up in India

There are certain tie-up between the Insurance company & banks are given at present days these tie-up are going well, running well & past in the field of Bancassurance.

- 1) LIC: The insurance company LIC of India have tie up with the following bank for Bancassurance. They are: -
 - a) Corporation Bank
 - b) Indian Overseas Bank
 - c) Centurion Bank
 - d) Sahara District Central Co-operative bank
 - e) Janta Urban Co-operative bank
 - f) Yeotmal Mahila Sahakari Bank
 - g) Vijaya Bank &
 - h) Oriental Bank of Commerce
- 2) SBI – Life – Insurance Co: The SBI life Insurance Co Ltd is starting & Running its Insurance business with the help of S.B.I.
- 3) Bajaj Allianz general Insurance Co. Ltd: In the field of general Insurance the Bajaj Allianz General Insurance Co Ltd., has tie-up with Karur Vysya Bank & Lord Krishna Bank.
- 4) Birla Sun life Insurance Co. Ltd: The Birla Sun life Insurance Company has a tie-up with the following bank for the insurance purpose :-
 - a) Bank of Rajasthan
 - b) Andhra Bank
 - c) Bank of Muscat
 - d) Development Credit Bank
 - e) Dutch Bank &
 - f) Catholic Syrian Bank

In spite of above mentioned tie-up with banks. There are many tie-ups for the purpose of bancassurance. Like ICICI Prudential, United India Insurance Co-Ltd. & so on.

Likely Benefits of Bancassurance:

Benefits to Banks

- Bank get more non interest income.
- Bank gets New customers and better penetration in existing customer base.
- Branch achieves profitability target.

Benefits to Insurance Company

- Captures premium of bank financed assets.
- Greater geographical reach through banks' network at relatively lower cost.
- Access to banks customers.
- Gaining credibility in customer mindset by associating with bank.
- Ease of renewals and lower lapse incidence.
- Potential for cross selling.
- Potential for up-selling including depth and width.
- Introducing co-branded products like Fire Policy for Home Loans
- Attracting walk-in customers in bank network.

Benefit to Customers

- They can obtain a basket of products under one roof.
- They get risk coverage at bank itself.
- Availability of advices on financial planning.
- Opportunity to make better informed choice in financial matters like selection of insurance cover.
- Ease of renewals through of executing standing instructions.

Demerits of bancassurance

- Data management of an individual customer's identity and contact details may result in the insurance company utilizing the details to market their products, thus compromising on data security.
- There is a possibility of conflict of interest between the other products of bank and insurance policies (like money back policy). This could confuse the customer regarding where he has to invest.
- Better approach and services provided by banks to customer is a hope rather than a fact. This is because many banks in India are known for their bad customer service and this fact turns worse when they are responsible to sell insurance products. Work nature to market insurance products require submissive attitude, which is a point that has to be worked on by many banks in India.

SWOT Analysis of Bancassurance in India:**Strengths**

- Important source of income.
- Accurate customer details.
- Insurance is mandatory for loans.
- Customized policies at lower premium.
- Good numbers of leads to cross sell.
- Services under one roof for customers.
- Relationship based business model.

Weaknesses

- Lack of initiatives from bank employees.
- Dependency on insurer employee.
- Customer orientation is less.
- Can only promote tie-up insurer products

Opportunities

- Growing channel of marketing.
- Dual support model.
- Tax payers can be targeted.
- Sales can be driven by new campaigns.
- Scope of premium payment through EMI's.

Threats

- Insurance becomes additional responsibility.
- Rapport maintenance between employees.
- Brand equity and poor service.
- New bancassurance proposals.

The most common challenges to success are

1. Poor manpower management.
2. Lack of a sales culture within the bank.
3. No involvement by the branch manager.
4. Insufficient product promotions and failure to integrate marketing plans.
5. Marginal database expertise.
6. Poor sales channel linkages.
7. Inadequate incentives.
8. Resistance to change by the bankers employees.
9. Negative attitudes toward insurance and unwieldy marketing strategy.

To implement the bancassurance model more effectively in our country a lot of steps have to be taken. Few among them are

- Top professionals will have to be hired.
- We have to study the Indian customer nature regarding insurance.
- Study about lower middle as well as upper class of society & how much they are eager to adopt insurance.
- Creation of research & development cell and call centre.
- Sufficient product promotions and integrated marketing plans to promote bancassurance products.
- Adequate incentives and training to the employees involved in bancassurance.

CONCLUSION:

With the opening up of insurance sector and with so many players entering the Indian Insurance Industry it is required by Insurance Companies to come up with

well established infrastructure facilities with good call centre service to attract and provide information to customer regarding different good policies & their premium pay scheme.

The life Insurance Industry in India has been progressing at a rapid growth since opening up of the sector. The size of country, a diverse set of people combined with problems of connectivity in rural areas, makes insurance selling in India is a very difficult task. Life Insurance Companies require good distribution strength and tremendous man power to reach out such a huge customer base.

Where legislation has allowed bancassurance had mostly been a phenomenal success and although slow to gain pace, is now taking of across Asia, especially now that banks are starting to become more diverse financial institution and the concept of universal banking is being adopted.

But the proper implementation of bancassurance is still facing so many hurdles because of poor manpower management, lack of call centres, no personal contact with customers, inadequate incentives to agents and unfulfilment of other essential requirements.

Finally we can say that the bancassurance would mostly depend on how well insurers and bankers understanding is with each other and how they are capturing the opportunity and how better service they are providing to their, customers.

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