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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 is 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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BUSINESS ETHICS: THE NEXT LEADING-EDGE FOR GLOBALIZING INDIAN COMPANIES

Dr. Manoj Krishnan C.G¹

Arun.G²

Abstract

The word 'Ethics' comes from the Greek word 'Ethikos'. It refers to one's moral character and the way in which the society expects people to behave in accordance with accepted principles. Business ethics is the code of good conduct that a business adheres to in its daily dealings both with other business and with customers. Business ethics is beyond laws and regulations. It is all about the ethical behaviour and good code of conduct by individuals in the organisation, facilitating a good working environment and about inculcating ethical behaviour by leadership at all levels. If you want to be ethical, good long term business sense is mandatory.

Key words: Business Ethics, Globalising Indian Companies, Leadership, CSR

Introduction:

There will be a situation where an employee is not getting clear answers from the organisation while dealing with the ethical dilemmas. Hence all the employees should be capable enough to chart his own course of actions, by drawing his own intuitions, conviction and beliefs and he should tackle the situation by analysing the pressures of the situation at hand, putting the organisation at considerable risk.

There are two options to globalizing Indian companies. One option is to wait for tightening up the regulatory screws and forcing them to be ethical in a **reactive** mode. The second approach is all about **proactively** approaching ethically the new era of business by becoming torch bearers. The organisation's self-interest is the important thing, to be proactive in business ethics.

For the successful implementation of company's ethics policy, it is essential to

- Communicate code of ethics to employees.
- Good formal training on code of ethics.
- Employees should be trained enough to deal with ethical challenges.
- Implementation of ethical codes
- The company adheres to high ethical standards

In the global market place, business ethics is very important in doing business. Now a day, we can see many aggressive and tactical moves made by Indian companies in international arena through organic growth, mergers, acquisitions etc. So it is mandatory for the Indian companies to follow the rules of international business world. The recent survey of Global 2000 companies, I came to understand that more than 35%

of them have Ethics Officers to enforce and promote ethical behaviour in the organisation.

In this challenging global economy, many organisations from India are under enormous pressure to survive in this highly competitive world. They are on regular interaction with stake holders in the global market place as customers, suppliers, partners or competitors. In such a case, Indian companies are forced to have sound ethics, good code of conducts, good governance policies and procedures in place. Since global customers, suppliers and partners are increasingly beginning to demand demonstrable proof. During the last two decades quality management system certification and capability maturity models like ISO 9001, CMM etc. are becoming the minimum requirement of credibility in the global market place. Indian organisation as a player in global market place, they must think globally not in terms of the size of operations, quality, talents, cost and quality delivery processes as best practice; but also the organisation should aim their organisational efforts to facilitate, implement and maintain globally accepted ethical standards.

For building and sustain a powerful image among the reputed corporations in the global market place, It is mandatory that Indian organisations should maintain sound ethics in the industry. For the last two decades, violations are getting easily exposed due to the proliferation of internet in the highly globalised world.

The definitions of success for all enlightened organisations are directly proportional to the ability of an organisation to build a brand that inspires trust. For being successful in global business arena, solid reputation is very important. For attaining solid reputation,

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employing ethical standards is very important. For attracting the best talents, the companies realised that 'being seen as ethical' is very important. For employees, it's a pride for them to be associated with an organisation that meets global ethical standards. Employees and other stakeholders of the company will feel a great sense of belongingness and loyalty towards such companies. "Higher ethical standards" are an asset towards the organisation and "Unethical" behaviour is a liability to an organisation.

In this paper, I am trying to present an action plan relating to ethics, for all Indian organisations that seeked to operate in globalised world, but which have not that seriously addressed the issue of business ethics.

In my experience, majority of the Indian companies are having an ambiguous look on ethics with a perception unethical issues can be hid and somehow magically they can escape from ethics front. My purpose of this article is that to make an understanding about the importance of business ethics for the company as a whole and for asking top management to have concentrated steps to address the vital issue. I suggest all the companies should take initiative for implementing and facilitating ethics policy and code of conducts to avoid problems that many companies had experienced in reactionary mode in various parts of the world. Proactively looking to the ethical issues is very important to sustain in this global arena.

The attitude and behaviour of the employees is directly proportional to the Company's approach towards ethics an legal compliance management. For a little difference in the company's ethical culture, emphasising legal compliance is very important. For converting an organisation into ethical organisation, holistic approach is necessary. The holistic approach is fully based on organisational values and self-governance, which leads to the desired outcome to build and sustaining a good image in ethical corporate culture.

Importance for Globalizing Indian companies to evolve a formal ethics policy

The common fact is that, organisations are being accused of or investigated for unethical practices in the industry. In developed nations many companies are reduced to bankruptcy because of unethical practices on the part of managers of a company. Corporations worldwide had accepted the importance of business ethics and of the need for doing the business in a fair manner at residential country and foreign countries. Doing business ethically has become an order of the day in this global business environment.

For controlling unethical issues in US, The US congress passed SOX Act (Sarbanes-Oxley Corporate reforms Act) in the year 2002. As per this act, the companies who

are implicated in the issues of ethical violations, the companies had to face criminal penalties for the offence committed. Now days, all the US companies are serious about the corporate ethics and they are developing ethical standards for global business environment. All the MNC's are not only concerned with internal ethics but also the ethics related with the company they are doing business with. Intolerance towards ethics violations and frauds are held to account, convicted should be imprisoned, dismissed or forced to resign from the organisation.

From the above context, It is clear that Indian companies should never ignore business ethics. For competing in the global market, Indian companies should develop and implement a good ethical corporate culture which is accepted globally. Now a day's developing, training and implementing ethics is a vital part of leadership agenda.

In the current scenario, the Indian companies should take a strong decision – Whether we should go for a reactive mode by implementing Indian version of SOX? If we are proactive in implementing good business ethics and values, it leads to build good brand equity to the companies. The self-interest of the companies is very important in implementing business ethics and values.

Business Ethics as a proactive competitive strategy

I am classifying the implementation of business ethics in the organisation by two different levels of spectrum.

Level: 1

At one extreme, the top management and leaders should run their business expecting high levels of standard at all levels.

Level: 2

On the opposite end of the spectrum, leaders could signal either apathy or ambivalence to the subject of Business ethics.

Between these two levels of the spectrum, the company's top management will have a variety of choices to implement. Two levels of this spectrum is highly mutually exclusive.

If a company's employees are ruthless and unethical and the leader is okay with this, that organisation will be greatly successful for a short time, even though there is no guarantee to its long term sustainability. Leadership plays a vital role in implementing high business ethical standards; transparency, accountability and consistent high ethical practice is necessary at all levels.

Good ethics and governance are not just "Moral" or "Compliance" issues. This two are the essential behavioural traits for improving the reputation and brand equity of the organisation, which leads to the sustainable growth and development. Having good ethics, company can make trust and confidence among the customers, vendors, partners, investors and other stake holders.

A company practicing strong ethical values by offering trust and confidence to the stakeholders can differentiate them from competitors. Integrity and reputation of the business is very much important for a business in long run.

Infosys Technologies is a good example for a company that validates business ethics. Only by employing legitimate and ethical practices, a company can survive in a long run. Infosys believes that identification of value is very important, then it should be articulated to all employees at all levels and it should be strengthened through action. This resulted in strong financial performance of the company¹⁰. The founders of the Infosys had laid a strong ethical foundation. For an Indian company, there are several role models from whom they can learn. A study conducted by the Institute of Business Ethics in UK between 1999 – 2001 states that the company following good conduct and ethics is far superior to those companies following unethical practice. It is all about the attitude of the top management to create a culture that promotes ethical behaviour in the organisation.

Tackling “The next leading edge”: What Indian companies need to do

From the above discussions, it is clear that good business ethics, conduct and compliance is the next leading edge for Indian companies in the global market. The real fact is that, the awareness of ethical issues among Indian companies is at its nascent stage. For building confidence and trust among international stakeholders, the companies are liable to build a good international ethics front. This will become a reality only by building a good ethical environment within the organisation. This is the time to pull up the socks of all Indian companies to create trust and confidence in the global market by implementing ethical practice to the global industry.

Implementing ethics policy in a well-established company is a difficult task; but, implementing in a young organisation is easy. Tendency of ‘Resistance to Change’ among the employees in a well-established company is very high. More compliance with law is important for implementing ethics practically.

Components of a corporate ethics policy

Developing a formal Ethics programme is the first phase in building an ethical corporate culture. It includes the following features:

The companies should define expectation regarding employee’s behaviour in statements to guide them in their day-to-day decision making. The code of ethics must be derived from the broad mission of the organisation, as well as from the beliefs of Founders/Leaders/Top Managers of the company.

The company should communicate and train the importance of ethical behaviour and core values such as trust, transparency, honesty and integrity. Ethics statement should be simple and easy to understand. The employee should be aware of what ‘can’ and what ‘cannot’ be done in a given situation.

Finally, the code of ethics created by the company should be equivalent to the global ethical standards followed by MNC’s on a continual basis.

Steps to develop an ethics policy in Indian Companies

- **Establishing a code of ethics :-** Establishing code of ethics is seldom formally addressed as a vital management agenda on a case-to-case basis and when problem arise.
- **Communicating the code :-** From this starting point the development and implementation of ethical work starts. The organisation should have a systematic process to communicate, implement and update the code of ethics. The steps for communicating, implementing and updating code of ethics is as follows.
 - ◆ It is mandatory in an organisation to have copy of code of ethics or access to the same.
 - ◆ The companies should take initiative to conduct training programmes to make the employees confident and comfortable to make ethical decisions.
 - ◆ Repeatedly communicating the ethical policy is also very important for developing a good ethical culture in the organisation. It is better to highlight the ethical policy in all meetings to bring attention to the ethics and values of the organisation.
 - ◆ Talking about ethics in all level should be a habit among the employees.
 - ◆ There should be a systematic process of handling ethical violations.
 - ◆ Reporting Mechanisms via ethical hotlines, mail boxes etc. are very much important for reporting ethical violations. The reporting mechanism should be secure, confidential and it should be directly reported to the CEO.
 - ◆ As per the changing needs of the market place, regulation and organisation, it is mandatory to review the ethics code periodically.

Corporate Social Responsibility & Business Ethics

In this highly globalised world, the corporate social responsibility is having a significant role. CSR is a subset of business ethics. Aspects like environmental protection and supportive social action is an important factor to create brand equity in both international and

domestic market. Now days, concept of corporate leaders is transformed by shifting their business focus from "Accountability to Shareholders" to "Accountability to Stakeholders".

All business corporations started making relationship with government and non-government organisations to solve the problems of the society and environmental concerns. The main agenda behind this is to increase the visibility of the organisation. CSR helps to create a Corporate Brand Image, improve shareholder's value, visibility and many more to the organisations.

In the above Context, the Indian companies are also responsible for integrating business practices with social issues. Global customers and Investors are also looking at the CSR aspect of the organisations they are dealing with. The Indian organisations are responsible enough to make sure that they are doing business ethically without any social and environmental issues. For a company CSR and environmental responsibility is very much important now days.

3 R's in Business Ethics

Respect, Responsibility and Results are the three prerequisites of business ethics.

- Respect :- As an organisation, the leaders and employees should give maximum respect to all stakeholders, both internal and external.
- Responsibility :- The main prerequisite of business ethics is responsible behaviour towards stake holders and towards oneself.
- Results :- Ethical oriented achievement/results made by the employees should be encouraged.

Conclusion

By bringing organisational values and individual principles of life together to build a good ethical corporate culture is a challenging task. A value-based approach is necessary to implement good ethical code in an organisation. Value-Based ethics includes moral commitment and ethical behaviour in accordance with a set of guiding principles.

Ethical behaviour is directly related to commitment of the leaders towards the implementation of ethical codes in an organisation. The leaders should be a role model of ethical behaviour. He should lead in front.

While remembering about ethics, the most important fact is that ethical behaviour has to be practised by the employee throughout the company. It simply means that every employees in an organisation should be capable enough to take ethically sound decisions day-by-day.

Proactively implementing good business ethics is the only way for the Indian companies to grow and excel in the global market place. Creating a brand that inspires trust and confidence is the Corner stone to success. Leader of Indian Companies will do well to learn from the wise fishes to make all the stakeholder confident and trustworthy by implementing ethical practices to go global.

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A STUDY PERTAINING TO THE CAUSES AND REMEDIES OF INDUSTRIAL SICKNESS IN TEXTILE INDUSTRY

A. Nagalaxmi¹

Dr. S. Sethurajan²

Abstract

The need was for breathless activity in cut-throat competition. The marathon of Industrial-Race demanded not only man-power but a great deal of imaginative enterprise. The country that fell back in this competition was forced to face disintegration, labour unrest, stultifying poverty and final disaster. Mismanagement opened wide the doors for the entry of Industrial-Sickness. There was no more question of their state coffers being filled by the plundered wealth from slave nations. Every nation competed to satisfy Inter-National standards and world-marketing became the cherished dream of all nations. The need was for breathless activity in cut-throat competition. The marathon of Industrial-Race demanded not only man-power but a great deal of imaginative enterprise. The country that fell back in this competition was forced to face disintegration, labour unrest, stultifying poverty and final disaster. Mismanagement opened wide the doors for the entry of Industrial-Sickness

Introduction

India has ever been regarded as a nation of agriculture. The wealth of the vastness of land, the distinctly varied climate and the entire land area laced with perennial rivers added not only to the charm but also to the bounty of the nation. With the birth of independence and the subsequent Five Year Plans, came the oracular prediction of Nehru, "Industrialize or Perish". It was like the war-cry that shocked the nation from her sylvan stupor to pulsating wakefulness. It was the call for the Indian Renaissance. The entire nation woke up to the new challenge. The spirit of new freedom gave a new impetus to industries which soon began dotting every corner of the nation. The British Colonizers left a legacy of industrial acumen and the Indians took to the industries as the fish takes to water. This was not a phenomenal change in India alone. The fall of the many dictators throughout the world and the crumbling down of colonial powers and the subsequent birth of democracy gave the predicted jolt to the complacency of the Colonizer nations. There was no more question of their state coffers being filled by the plundered wealth from slave nations. Every nation competed to satisfy Inter-National standards and world-marketing became the cherished dream of all nations. The need was for breathless activity in cut-throat competition. The marathon of Industrial-Race demanded not only man-power but a great deal of imaginative enterprise. The country that fell back in this competition was forced to face disintegration, labour unrest, stultifying poverty and final disaster. Mismanagement opened wide the doors for the entry of Industrial-Sickness.

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fall of the many dictators throughout the world and the crumbling down of colonial powers and the subsequent birth of democracy gave the predicted jolt to the complacency of the Colonizer nations. There was no more question of their state coffers being filled by the plundered wealth from slave nations. Every nation competed to satisfy Inter-National standards and world-marketing became the cherished dream of all nations. The need was for breathless activity in cut-throat competition. The marathon of Industrial-Race demanded not only man-power but a great deal of imaginative enterprise. The country that fell back in this competition was forced to face disintegration, labour unrest, stultifying poverty and final disaster. Mismanagement opened wide the doors for the entry of Industrial-Sickness.

Importance of the Study

From the perspective of a developing country, the study of Textile Industry is particularly important for at least two reasons. In the first place, the textile industry was the earliest to be established, secondly, it satisfies a basic human need. In many of the developing countries, the industry has subsequently come to occupy an important position in the economy in terms of its contribution to national output, employment and exports.

Textile Industry is the oldest and biggest organized large scale industry in the Private Corporate Sector's of India and plays a very important role in the economy. Indian textile industry has a significant presence in the world textile economy by virtue of its contribution to world textile capacity and world production of textile fibre/yarn. India contributes about 12% to the world production of textile fibres and yarns (including jute). It is the largest producer

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of jute, second largest producer of silk, third largest producer of cotton and cellulosic fibre/yarn and fifth largest producer of synthetic fibres and yarn. The textile industry contributes substantially to the central and state exchequer by way of excise duty and sales taxes and of late, the cotton spinning mills, in particular, are also earning valuable foreign exchange by way of cotton yarn exports.

However, in recent years, a large number textile mills remain closed putting a large number of workers out of direct employment and a large number of textile mills have been taken over by the government of India, through NTC. This has caused a considerable strain on the exchequer of the government. Since the textile is an important consumer industry, its growth, development and efficient performance are vital for the country's economic progress. But the textile industry in India has received very little attention from the scholars and researchers. Hence the objectives of the present study are to fill one of the many gaps in the knowledge of the textile industry in India.

Scope of the Study

The purpose of this study is to analyse the causes and remedies of industrial sickness, which includes a thorough analysis of the financial performance and the financial position of the textile mills. The outcome of this study will be of immense help to the textile mills in understanding the causes and effects of industrial sickness of textile mills, the remedies adopted by the textile mills in overcoming the industrial sickness so as to improve their financial performance and the financial position.

Statement of the Problem

Today the serious problems faced by the textile sectors in India are all pervading incidence of sickness which is assuming epidemic proportions. There are a variety of reasons for the textile industry to turn sick but the most important reasons are the emergence of power loom sector which knocked out the textile mills, particularly the composite mills. Further, the profitability of textile industry was generally low, when compared to other major industries. During the past four decades the profitability of the textile industry was low, striking an average of 6% of sales (after depreciation but before interest) while other industries earned an average profit of 9.5%. Within the cotton textile industry, the spinning mills have been earning a higher profit than the composite mills.

An interesting point to be noted is, even now, in the midst of sickness, some textile mills are running at a profit and they declare dividends regularly. At the same time, there are some textile mills which have closed their shutters and vanished from the field. In between these two, there are some mills which are running at a

break-even or at a minimum loss but anyhow they are able to run the show. Such units are diagnosed as sick and if they do not take appropriate remedial measures otherwise the sectors face the compulsion of closure.

Against this background, the present study is undertaken seeking answers to the following questions.

1. What are the major causes for industrial sickness in textile mills?
2. To what extent were the mills affected due to the sudden changes, internal and external factors?
3. How far do the revamping machineries, especially the Board for Industrial and Financial Reconstruction (BIFR), help the sick units?

Objectives of the Study

In this study, an attempt is made to find out the causes for industrial sickness in textile industry, the financial performance and the position of the Sick Textile Units prior to their sickness. The main objectives of the study are,

1. The study the industrial sickness in general with particular reference to the textile mills.
2. To observe the causes for industrial sickness in textile units.
3. To review the role of legislative measures to revamp the Sick Industries in Textile Sectors.
4. To suggest the remedial measures for revamping the Sick Textile Sectors in the study area.

Research Methodology

Research is a systematized effort to gain new knowledge. It refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions(s) towards the problems concerned or in certain generalizations for some theoretical formulation.

Sources of Data

This present study consists of both primary as well as secondary data nature.

Limitations of the Study

The study suffers from the following limitations.

1. The study is restricted to general perspectives of textile sick units. Hence, the findings and suggestions of this study may or may not be applicable to all the textile sick units.
2. Again the study concentrates only on Non-SSI sick textile units therefore the results of this study may or may not hold good to SSI sick textile units.
3. The financial performances of the sick units are not included in the present study.

Recommendations

1. The government may initiate necessary steps for the basic infrastructural facilities for the successful running of any industry. Hence it is suggested that massive investment in infrastructure like ports, roads and rail developments should be made on par with international standard.
2. The traditional style of manufacturing activities shall be changed by adopting forward integration (i.e) setting up of knitting, weaving and garment manufacturing so as to move up in the 'value chain'.
3. Modernization should be encouraged by giving fiscal incentives and loans for scrapping of old and excess spindle age.
4. The Indian textile mills should be encouraged for relocation of these units and commercial exploitation of the excess land, especially to the mills located in metropolis and the funds may be rightly used by settling the labour dues, dues to the banks, financial institutions and the governments and the remaining may be used for the setting up of their units in rural areas at a low cost.

Conclusion

The present study is a novel attempt and a rewarding exercise to the scholar. A fact finding exercise was incorporated at every stage to ascertain the process of industrial sickness with different dimensions. For this purpose, a financial analysis and casual factors were chosen and studied by applying various tools of both financial management and statistical framework. A number of reasons were identified and based on these findings a few suggestions were also made to avoid industrial sickness in the textile units. The suggestions are sure to vitalize the stooping industries and put them once again on the road o progress and the resultant prosperity. The call is for a holistic approach to a healthy revival. Every effort has been taken to leave no stone unturned. The suggestions were focused on different angles to avoid on rehabilitate sick textile units in india.

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CORPORATE SOCIAL RESPONSIBILITY BY INDIAN INDUSTRIES A MAJOR INITIATIVE FOR THE BETTERMENT OF MANKIND

Aditi Gaur¹

Abstract

The glorified history of India has marked its presence all over the world. India is a land of ancient civilization. Continuing this culture, India has moved on today with revolutionary changes in the social, political and economic as well as industrial life. One of the major reforms that have marked its presence in the industrial world is the term "Corporate Social Responsibility". Many companies in India are now operating in a socially responsible way to strengthen their reputations. Not only it is the matter of reputation but also the companies are benefitted in terms of profitability through this approach. With the growing significance of Corporate Social Responsibility in today's era, this research paper attempts to highlight the various facets of CSR for serving the mankind. The paper also highlights the concept and importance of Corporate Social Responsibility as well as the top business houses which have been on the forefront due to social responsibility.

Key words: India, Industries, Social Responsibility.

Introduction

Social responsibility in business is also known as corporate social responsibility (CSR), corporate responsibility, corporate citizenship, responsible business, sustainable responsible business, or corporate social performance. This term refers to a form of self-regulation that is integrated into different disciplines, such as business, politics, economy, media, and communications studies. The Conference Board of Canada, a not-for-profit organization that specializes in economic trends, suggests that social responsibility is a way of conducting business through balancing the long-term objectives, decision-making, and behaviour of a company with the values, norms, and expectations of society. Social responsibility can be a normative principle and a soft law principle engaged in promoting universal ethical standards in relationship to private and public corporations. Companies can demonstrate social responsibility in a myriad of ways. They can donate funds to education, arts and culture, underprivileged children, animal welfare, or they can make commitments to reduce their environmental footprint, implement fair hiring practices, sponsor events, and work only with suppliers with similar values. Social responsibility in business is also known as corporate social responsibility, corporate responsibility, corporate citizenship, responsible business, sustainable responsible business, or corporate social performance. This term refers to a form of self-regulation that is integrated into different disciplines, including business, politics, economy, media, and communications studies. It has gained much attention now-a-days not only in India but all over the world. The

benefits of an effective CSR approach to an organization include:

- Stronger performance and profitability
- Improved relations with the investment community and access to capital
- Enhanced employee relations and company culture
- Risk management and access to social opportunities
- Stronger relationships with communities and legal regulators

Facets of CSR

In his 1991 article "The Pyramid of Corporate Social Responsibility," Dr. Archie B. Carroll, a business management author and professor, identifies four areas that make up a corporate social responsibility pyramid: legal, economic, ethical and philanthropic. This pyramid has become widely used and is meant to explain the main areas that a business's duties to its stakeholders fall under.

Legal

Corporations must ensure that their business practices are legal. Obeying regulations helps protect consumers, who rely on a business to be truthful about the products it sells, and investors, who stand to lose profits if a company is penalized or shut down because of illegal practices.

Economic

According to the 2011 book "Business Ethics," a company's economic responsibilities include being profitable in order to provide a return on investment to

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owners and shareholders, to create jobs in their communities and to contribute useful products and services to society. Part of being economically responsible means streamlining processes to find the most efficient ways to run your business and innovating your product offerings and marketing to increase revenue.

Ethical

Beyond abiding by the letter of the law, an organization's ethical responsibilities include managing waste, recycling and consumption. These areas are sometimes regulated by city, state or federal governments, but often a company can go further than what the law requests and institute policies that help sustain the environment for future generations. Other ethical responsibilities come in the form of advertising, as in not stretching the truth to a customer just to get them to make a purchase, and treatment of employees. A company can provide more than minimum wage and minimum safety precautions for employees; it can provide excellent benefits, insurance and invest resources in building a clean and safe workplace where employees will be happy to come each day.

Philanthropic

The authors of the 2011 "Business Ethics" also suggest that part of the philanthropic responsibility corporations face is to promote the welfare of humans and to spread goodwill. An example of this is The Xerox Foundation's "Xerox Employee Matching Gifts Program" in which Xerox matches its employees' contributions to higher education institutions up to \$1,000. Similarly, the PepsiCo Foundation has committed over \$2 million to World Food Program USA, which helps fight hunger in "vulnerable communities around the globe."

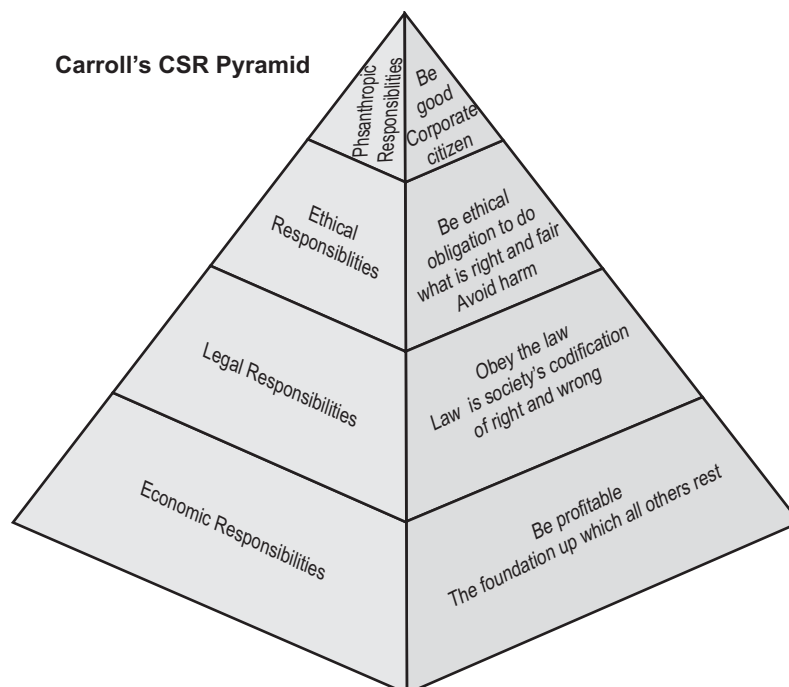


Fig. 1 : CSR Pyramid showing its various facets

Literature Review

The term, "Corporate Social Responsibility (CSR)" is used to envelop both social and environment issues. Business and society are interdependent. The wellbeing of one depends on the wellbeing of the other. Especially in big companies and corporations, it's seen as a vital tool to promote and improve the public image. CSR may present a win- win situation for society and business. Understanding of the potential benefits of CSR for the competitiveness of individual companies and for national economies can help encourage the spread of CSR practice. The origin of the CSR construct has been traced back to the works of Bowen, particularly his book Social Responsibilities of Businessmen published in 1953 (Valor, 2005). Another book by Davis and Blomstrom (1966) defined social responsibility as "Social responsibility, therefore, refers to a person's obligation to consider the effects of his decisions and actions on the whole social system. Businessmen apply social responsibility when they consider the needs and interest of others who may be affected by business actions. In so doing, they look beyond their firm's narrow

economic and technical interests". In a book series by Walton (1967), a foremost thinker on this subject, entitled Corporate Social Responsibilities, many aspects of CSR with regard to the role of the business firm and the business persons in modern society have been addressed. This served as a formal attempt to define CSR as "The intimacy of the relationships between the corporation and society" and it was realized that such relationships must be kept in mind by top managers as the corporation and the related groups pursue their respective goals" (As cited in Carroll, 1999). Backman (1975) has described CSR in forms of some examples: Employment of minority groups, reduction in pollution, greater participation in programs to improve the community, improved medical care, improved industrial health and safety—these and other programs designed to improve the quality of life are covered by the broad umbrella of social responsibility (As cited in Carroll, 1999). CSR (as distinct from business ethics): "As an organization's obligation to maximize its positive impact on stakeholders and to minimize its negative impact, whereas business ethics comprises principles and standards that guide behaviour in the world of business" (Ferrell et al., 2002) Recently CSR has been defined as "The adoption by a business of a strategic focus for fulfilling the economic, legal, ethical and philanthropic responsibilities expected by its stakeholders" (Thorne et al., 2008). "It is important to get the business of businesses right. The primary responsibility of business is social improvement" (Ambani, Chairman of Reliance Industries, 2011).

Indian Scenario of CSR

The idea of social responsibility is very old in India. The concept of parting with a portion of one's surplus wealth for the good of society is neither modern nor a western import into India. The business community occupied an important place in ancient Indian society. Merchants were treated with respect and civility and regarded as an instrument of social good, not least because of their philanthropy. Nourished by a social and religious ethic which put charitable giving high on its list of virtues, charity was an ingrained part of life of most hereditary merchant communities that form the backbone of the modern business class. Merchants provided relief in times of famine or epidemics by throwing open godowns of food and treasure chests to look after the needy; built and supported temples, pilgrim rest houses, night shelters, bathing ghats, water tanks, wells and provided drinking water facilities. They donated for education in traditional schools. The practice of business giving continued through the ages, though as economic, political and social conditions changed, so did business response to social needs. This can be summed up as a shift from merchant charity to corporate citizenship. Four phases in the shift are distinct.

Four Phases of Modern Philanthropy

1850-1914

The first shift was from a more or less purely ameliorative charity for religious reasons and causes during the pre-industrial era (pre-1850), towards the more western form of philanthropy in the period 1850-1914. The period saw the beginnings of industrialisation in India and like their counterparts in the West, the new rich business families began to set up trusts and endow a host of modern institutions such as schools, colleges, hospitals, orphanages, art galleries and museums for the welfare of society and the preservation and propagation of Indian culture. At the same time, they continued to contribute to older forms of charity such as building and maintenance of temples so that there were elements of both charity and philanthropy in business giving. The Gujarati and Parsi business communities of Mumbai in particular, led by Jamsetji Jejeebhoy, Jamsetji Tata, Sir Dinshaw Petit and Premchand Roychand, spearheaded the new trend. The early pioneers of industry were leaders not only in the economic but also the social fields and took active interest and part in the religious and social reforms and in public life.

1914-1960

In the second phase, which was the golden period of both Indian capitalism and business philanthropy, there was a maturing of philanthropic practice. Apart from making political donations for the freedom struggle, business also contributed to many of the social and cultural causes associated with the movement such as revival of Indian art and culture, nationalist education and so on. Many of India's leading businessmen- GD Birla, Jamnalal Bajaj, Lala Shri Ram, Ambalal Sarabhai and others came under the spell of Mahatma Gandhi and his theory of trusteeship of wealth. They contributed liberally to his programmes for the removal of untouchability, women's emancipation and rural reconstruction, even as the earlier preoccupation with creating a physical and social institutional continued, further honed by the vision of a free, progressive and modern India.

When India became free, the independent state looked to the business community to propel the country to a prosperous future and in the euphoria of Independence, the business class, confident of its capabilities, responded both by creating more wealth and utilizing it for non-business purposes. Several business leaders like GD Birla, JRD Tata, Lala Shri Ram, Kasturbhai Lalbhai and others, endowed institutes of scientific and technical research as well as art academies and institutes for the study of Indian history and culture. Many of the best Indian institutions in several fields, such as the Tata Institute of Fundamental Research, the Birla Institutes

of Technology at Pilani and Ranchi, the Calico Textile Museum, Ahmedabad to name but a few, owe their existence to private business munificence of the time.

1960-1980

The next shift came in the 1960s which ushered in an era of economic and political troubles and saw the business community operating under several constraints. The State also took on many of the obligations that were traditionally the responsibility of the society as a whole, such as education, care of the sick, relief in the wake of natural calamities and care of the destitute. It led to a corresponding decrease of interest in private philanthropy. Mistrust of business consequent to sharp and unethical practices by some, coupled with high taxes to finance State-led development, further contributed to the disinclination to part with private wealth for public benefit. Ironically, the high tax regime aided by deterioration in business morality led to a large expansion in the establishment of charitable trusts for purposes of tax planning.

The disillusionment consequent to the failure of the government to remove poverty and bring about social change at the pace required to remove the ever widening gap between the rich and the poor and to provide a richer quality of life, led to a renewed interest in private initiative to spearhead change. It made individuals look to voluntarism as a solution and an alternative to official action, and made business more conscious of the need to contribute to approved national development goals.

The 1970s thus saw a renewed corporate interest in social concerns and a new element emerged on the philanthropic scene- corporate philanthropy, as distinct from family business philanthropy. Spurred partly by the realisation that supporting community development through philanthropic giving is in their own best business interests and partly by the use of the carrot and stick method by the government, several business leaders began to advocate more social responsibility on the part of business. Of this, philanthropic giving was only one aspect, the others being more ethical business practices and concern for the physical environment in which business operated. There was a diversification in the causes supported, such as forestation, science education for the people, preservation of monuments, women's rights and consumer education.

1980

The post-1980 period saw an upswing in business fortunes due to economic reforms and other factors and with it, a re-emergence of self-confidence. It increased both business willingness and ability to give, as well as public and government expectations of business. This

contemporary phase, characterised by corporate citizenship, has seen a further swing away from charity and traditional philanthropy towards more direct engagement in mainstream development concerns and in helping disadvantaged groups in the society.

In sum, the development of business and industry in India has been accompanied by a clear change in the attitudes of society and the business community itself about its obligations to society and how they need to be expressed. It is evident that the shift from merchant charity to corporate citizenship is not complete and it is not unusual to find all the three- charity, philanthropy and corporate citizenship- being practiced by the same business family or corporation.

Topmost Companies/Groups In India Known For CSR

Indian companies are not lagging behind in undertaking social actions. There are 72 companies that spend one crore and above per annum on social responsibility and 554 firms allocate atleast one lakh rupees every year. Following are some companies with their respective fields supported for:

- Tatas- Scientific research education, health and community services, medicine, art and culture, rural development.
- Birlas- Technical education, agricultural research, temple building, scientific research
- Videocon- Sports
- Essar Group- City beautification, primary education, higher education, health care
- Thapar Group- Technical education, sports, community welfare
- Godrej- Environment, arts, sports, family planning
- Hindustan Levers- Community development, rural education
- Mafatlal Group- self employment, famine relief, family welfare
- Mahindra & Mahindra- Education, health, environment
- ITC- Indian culture and heritage, education, welfare of handicapped
- DCM Shriram Group- Integrated rural development, art and culture, education
- Usha Martin- Community development

Conclusion

Corporate Social Responsibility is a prominent aspect which ensures both success and honour for Indian industries. Due to increased complexities in the business work mechanisms, there is a need to safeguard CSR practices. For this purpose, management of

respective business houses have shown commitment for their duties regarding CSR plans. In this regard, a special group or committee has been formed to prepare CSR plans. A reasonable amount of capital has been invested by the management to enhance the level of social responsibility in all areas. A high level of dedication for CSR by Indian industries has embraced the prevailing Indian culture once again. The need is to carefully implement the right strategy for a grand success all the way.

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WORKING WOMEN AND QUALITY OF LIFE: A STUDY OF WOMEN TEACHERS OF SENIOR SECONDARY SCHOOLS IN HIMACHAL PRADESH

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Anubhuti Monga²

Abstract

This study deals with home and work as two overlapping domains of women's life. This paper, primarily, investigated, how the Quality of Life (QOL) of women teachers is affected by their dual roles, one at domestic front or home and the other at work place/ in school. The major focus of this study was to understand their home and office lives with the Quality of Life approach. Findings presented here are based on empirical information collected through interviewing from a sample of 300 women teachers, aged 30-40 years, and working in Government Senior Secondary Schools, Department of Higher Education, Districts of Solan and Sirmour in the state of Himachal Pradesh. Quality of life was assessed on five dimensions- economic autonomy and empowerment, domestic and office work, physical components of, and social and mental health, and nutrition drawn from subjective and objective theories of the Quality of Life. It was revealed that there exists a considerable amount of drudgery in their lives due to running between office and home and travelling by irregular and crowded city transport, besides shouldering the responsibilities of child care and endless household chores, caused them physical and mental fatigue. Interestingly, their work- life outside the home provided them with solace by providing leisure opportunities and quality time during their school hours. In the backdrop of various theoretical perspectives, this study analyses the socio- economic dynamics of their households and discusses the determinants of their Quality of Life.

Key words: Quality of life, happiness, assessment, objective and subjective.

Introduction

The term 'quality of Life' has emerged as a focal concept in the development paradigm in contemporary society. All societies, developed or developing, across the globe have become concerned about quality of life of their members. This is more true in the context of globalization which has gained momentum over the last three/four decades. Quality of life has also gained added significance in order to realise assess benefits of social development. Historically, women as compared to men over the decades of socio-economic transformation of human societies have acquired two roles, a deviation from their traditional role model as housewives.

Apparently, the presence of woman in paid labour force outside home has now become a persistent phenomenon across multitudes of cultures and sub-cultures, communities and sub-communities. There can be no denial, overtly or covertly, that the changes which we all experienced in the past, have occurred in economic life due to emergence and spread of Industrial Revolution and which got impetus from urbanization, westernization, modernization and more recently globalization. Cumulative effect of all these forces has been an increase in the number of women seeking opportunities in the world of work and more particularly

in paid labour force. In addition to this, quest for higher standard of living, better life and incontrollable rising cost of living, provided an heightened motivation and desire for increased participation of women in the labour market, mainly to augment their family income (Dak 1988:7). Hence, women employment of late have been perceived as of vital significance, not only, in social development but also in economic support of families with insufficient incomes and substandard living conditions.

One of the characteristic feature of contemporary social and economic world is the emergence of dual- earner households in a big way, especially in urban conglomerations. As can be expected, this has directly and indirectly impacted upon women and their families. Over the last three/four decades, a vast literature of research has piled up in the area of women and employment, examining different aspects of women's domestic work and work lives. Perspectives amongst us have realised that most of these studies considered women's domestic and occupational work as two independent roles, and suggest that this results in role conflict (see Sethi 1978: Uperti 1988; and Verma and Monga 2014). Approach of the present study in this area of research is a deviation from the earlier one in the fact

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that it attempts to examine the two roles as independent from each other, and as well as collective contributions to their Quality of life. It focuses on women's lives at home and in the office to understand the possible linkages, compatibilities and conflicts between these two broad domains. This point of view of looking on this area of sociological importance carries added significance as it is necessary in the context of the prevailing concern on conflicting roles, stress and strain, and increased burden for women as brought to focus by other studies in the past.

This paper discusses the lives of working women teachers in the domestic domain and at the workplace and studies how their Quality of life is affected with the interplay of the two roles, that is, as housewives and school teachers. The observations made here are based on primary data culled by the authors from women teachers employed in the Department of Higher Education, Government of Himachal Pradesh.

Theoretical explanations and concept of quality of life

In general, concern about the quality of life is to a great extent learned and rational. It arises from what humans learn about life, death, incapacitation, suffering, health, and success and from the realization that they need to know more about the quality of life to make decisions. But from academic point of view, study of this kind, on any aspect of quality of life of women, as homemakers and workers, first of all, requires clear conceptualization of this phenomenon and understanding of distinct meanings and its construction for our research, and which may be clear from brief reference of different theoretical explanations.

Philosophical theories are systematic accounts which provide a foundation for understanding quality of life in terms of what makes human life worth living. Bruce (2002) pointed out that major thinkers of the Western tradition generally associated with these theories are Plato and Aristotle. However, some others, such as, John Stuart Mill, Karl Marx, and John Dewey have also talked about its philosophy. Recently, the Nobel Laureate economist Amartya Sen has made important contributions to the topic. But these theories lack universal agreement because of overlapping nature of these theoretical explanations. Most common theories are: the hedonistic, rational preference, and human flourishing theories. Interestingly, the lack of clarity does not stop one to realise that the quality of life is vital from health and socio-cultural point of view in a changing society.

Hedonistic theories identify quality of life with states of awareness, consciousness, or experience of the individual in terms of happiness or pleasure. One can

not ignore individual variations and negative experiences in one's life. But, certainly there are negative states of pain or suffering or unhappiness that all normal individuals avoid. These theories are more of psychological and subjective orientation of individual towards one's life environment. Rational preference theories, conceive quality of life as the actual satisfaction or realization of a person's rational desires or preferences. The basic premise of these theories is that individuals experience good life when the objective world around them conforms to what they rationally desire or have actually realised. Human flourishing theoretical perspective understands the good life as mastering of those functions, capacities, and excellences by the human beings that are most fully humane and one tries to avoid those conditions that would undermine those capacities, with which one we flourish as active and useful members of society. Bruce also indicated that none of them offers a complete account~ elements of all three are essential to cover the broad range of circumstances and individual needs pertinent to the issue of quality of life in a society. But the important point is that quality of life should be used as a teleological concept- setting a goal and process to reach it.

Maslow in 1962 established a socio-psychological theory of quality of life, which is still considered a consistent theory of quality of life (see Susniene and Jnakauskas 2009). Maslow based his theory for development towards happiness and true being on the concept of human needs. He described his approach as an existentialistic psychology of self-actualization, based on personal growth. Maslow tried to solve this difficult problem by giving a universal road map of personal development, applying a progressive series of needs, where the next need is revealed as you realize the previous. In this way, Maslow established a form of staircase, which obtained its popular interpretation in the pyramid or his hierarchy of needs. Maslow described the ideal life as a long journey through the eight needs, which takes its departure from the concrete and down to earth to the abstract and divine—transcendent in his own word. In order to fulfill them one by one, we must develop our beings to be more spontaneous, independent, active, and responsible.

Biological theory of quality of life according to Ventegodt, Merrick, and Andersen (2003) conveys that each living organism contains a store of information that reflects the evolution of that particular species. It is now becoming increasingly clear that both the cell surrounding the DNA strands and the data attached to the organism play a significant role in the formation and further development of biological form. It states that living organisms have biological potential which requires the realization of life

potential. The subjective meaning in life and objective state of the individual is then a common basis of the individual's inner being or the existential center. As the quality of life is closely linked with self-realization and the degree of meaning in life attained, the quality of life is closely linked with objective world via the state of the biological feedback system. As our quality of life is enhanced or diminished by the way we live and our opportunities to realize our biological potential, changes in lifestyle and the realization of life potential will change the quality of life. The relationship between the inner and outer quality of life is that both originate from the realization of life potential, that is, the ability to live out our life intentions.

For our understanding it becomes clear from brief account of these theories that the quality of life is complex, boils down to amalgam of one's satisfaction of desires within the living environment. Since, biologically individuals differ in their potentialities, therefore, differential variations towards quality of life may be inherent which develop further in association with objective world.

From applied point of view, in Bruceian interpretation points out, concept of quality of life has been understood differently: first, as property of the individual; second, as a social interaction; and third, as moral worth. Quality of life as one's property reflects certain state of physical characteristics which one possesses. From sociological point of view, quality of life refers to a state of interaction between an individual and his or her social and physical environment. Here a certain quality of life is not a property of an individual per se, but a function of that individual in life situations. It implies that environment could be changed so as to enhance the quality of life according to some scale of norms such as social welfare, justice, freedom, health, happiness, education, social empowerment, etc. Finally, the quality of life is sometimes used to refer to the moral worth or value of a person in his or her life. The concept of quality of life, on one hand, conveys it as moral worth in a human being, but, on the other hand, is based on an account of a person's inherent capacities and external circumstances. Quality of life may tell us what is required in order to become humane.

Today the issues on quality of life are discussed widely indifferent scientific fields. In sociology, quality of life is understood as subjective understanding of well-being taking into account individual needs and understanding. In economics, it is the standard of living, in medicine it is ratio of health and illness with the factors influencing healthy lifestyle.

There Is No Universally Accepted Definition of Quality of Life. Usually It Is Referred To The Definition of World Health Organization Introduced In 1995 [Quality of Life]

Is An Individual's Perception Of Their Position In Life In The Context Of The Culture And Value Systems In Which They Live And In Relation To Their Goals, Expectations, Values And Concern S In Incorporating Physical Health, Psychological State, Level Of Independence, Social Relations, Personal Beliefs And Their Relationship To Salient Features Of The Environment. Quality Of Life Refers To A Subjective Evaluation Which Is Embedded In A Cultural, Social And Environmental Context. (World Health Organization, 1995).

Quality of life

The term "Quality of life" is often discussed in board terms as satisfaction of needs, feeling of well-being, good or bad working conditions, and other indicators. Such a conceptualization of Quality of Life encompasses all the material aspects of human life, and may extend beyond it to cover the physical and psychological dimensions. The UNESCO (1977-31) Report defines Quality of life as an inclusive concept that covers all the aspects of living, ranging from material satisfaction of vital needs and location in a healthy ecosystem to the more transcendental aspects of life such as personal development and self-realisation. It identifies "happy with life" hope of life" and "health and life expectations satisfied" as the key indicators of Quality of Life.

Verma and Monga (2015) reviewed studies on dimensions of quality of work life and summarized these as given by the Harvard Professor Richard E. Walton (1975) and applicable in working organizations. These are: fair and equitable remuneration, safe and healthy working conditions, immediate opportunity to use and develop human capabilities, future opportunity for continued growth and security, social integration in work environment, recreational activities, picnics, family get together etc, Constitutionalism, Work and the total life space, and social Relevance of work life. They pointed out that these dimensions have been most often used by researchers in the study of quality of work life.

It is true that for a working individual, Quality of Life cannot be segregated from the quality of work he or she performs. Hence, De Nitish (1984:47) views the Quality of occupational work as a basic and decisive indicator of Quality of life. Determining Quality of life based on the quality of work means the replacement of a consumer's perspective by that of human being as a productive or, even more, as a creative being. The higher the share of creative activity in the working process, the higher the quality of work and consequently higher the Quality of life. The present study, therefore, analyses the domestic and work lives of women both independently and as dependent on each other.

Methods and techniques

This study was carried out in the state of Himachal Pradesh. A convenience sample of 300 married women teachers, aged 30-40 years, and working in Government Senior Secondary Schools of the Department of Higher Education and located in Solan and Sirmour districts was selected for the study. To rule out cultural bias, the criterion of cultural homogeneity was adopted and thus the women teachers in the sample hail from one cultural zone. The data were collected by interviewing the respondents with the help of an interview guide. There are number of factors/indicators of which converge to make up construct of the QOL and can be used to measure it. For instance: Bestuzhev (1980:162) rejected the quantitative measurements of Quality of Life and called for the issues to be tackled in Quality of Life as self- preservation, self- development, self- expression, self- realization, and self- respect and respect from others. He gave an inclusive list of Quality of life indicators by including questions related to the working and rest conditions of people at office and home; the quality of housing clothing, food, the conditions under which people take their meals, etc. Morris and Associates for the United States Overseas Development Council in 1979 (see Kakwani 1987: 11) outlined Physical Index of Quality of Life which consisted of three indicators:

- 1) Infant mortality,
- 2) Life expectancy at age one, and
- 3) Adult literacy rate. Scheler (1980) compared the Quality of Life for fifteen organisations for Economic Cooperation and Development of countries, emphasizing health and mortality rates. The indicators used were per capita Gross National Product at constant prices; Life expectancy of children, women and men; percentage expenditure on food; surplus consumption of calories; and average number of persons per room.

Schuessler and Fisher (1985:132) distinguish between "objective" and "subjective" indicators of Quality of life. Most of the indicators identified by them are presumed causes of Quality of life. The various economic theories and development strategies have identified four different types of indicators of Quality of Life:

- 1) Per- capita income,
- 2) Growth of per- capita income,
- 3) Basic needs satisfaction, and
- 4) Living conditions.

But for the present study, five indicators drawn from subjective, existential and objective theories of the Quality of Life were extracted to assess the QOL of the women teachers. These are;

1. Economic autonomy and empowerment;
2. Food and nutrition;
3. Physicals well- being;
4. Social and mental health; and
5. Domestic and office work.

These indicators reflect the key objective conditions, subjective perceptions, and interpretations of life experiences of the respondents' lives. The objective indicators uncover the economic, physical and social aspects of women's work lives and the subjective indicators reveal how the women perceived and expressed the impact of their domestic and occupational roles on their Quality of Life

Observations

Findings of the analysis of empirical information culled from 300 women teacher respondents are described below;

Economic Autonomy

This indicator focuses on intra- household decision-making in financial matters, especially the management of salaries. This also looks into intra- household economics and examines the context of control over household income. Do women have control over their income? ; and What is the pattern of decision-making in some of the economic areas, such as, expenditures on food, entertainment and travel, education of children, and the household savings? were asked from the respondents to have idea about their economic autonomy and empowerment.

Statistical analysis of data show that 72 percent of the respondents had to part with their entire salary. They received about one-fourths (25%) of their carry home salary for their personal use. By and large, it included expenses for transport, snacks and purchase of small items for children. Interestingly, in most cases, women were given a specific amount of money to manage the kitchen expenses. The final control over the remaining amount and other household incomes rested with their husbands, that is, they had final say on such matters. Even in few instances, respondents retained their entire salaries but they had to spend it on the household with the knowledge of their spouses. Formation of a common pool of income for the household was expressed by one-fifth (20%) percent of women respondents. This fund was also spent at the discretion of the husband. As far as, decision-making is concerned, in some areas of expenditure, such as, food, entertainment and travel, and on household savings, data show that in 7 percent of the cases, the husband and his parents had a decisive say. The respondents had very little participation. The latter, by and large, managed and controlled the amount they received as their "pocket money". In banking

activities, also, the husbands played a significant role. The bank accounts of respondents were invariably managed by their husbands. The husbands' parents, however, were found to have a limited role, if any, in the management of their bank accounts. It may be pointed out that these findings suggest persistence of the patriarchal practices in respondents families.

It is generally held that employed women control incomes earned by them and it enhances their participation in financial decision-making in the household. But contrary to this, the data show that women teachers do not always nurture the feeling of freedom of access and control over money, even the money which they earn. This may be attributed to the fact that in most cases women had to hand over their pay perks to their spouses, in nuclear families, or to her mother, in the extended households. Interestingly, it is accepted that women's salaries supplement income of the household, but their personal use of the enhanced resources did not increase commensurately. This practice, directly or indirectly, has its roots in cultural and social milieu of Indian society. Culturally, in north India, the patriarchy still prevails at large and the husband is still perceived as the primary earner for the family. This also turned out to be true of the families in the study.

Food and Nutrition

Food intake and nutritional levels are two very important aspects of quality of human life. In this context, two questions were explored: Did employment and earning salary contribute to their food intake quantitatively and qualitatively; and Did it influence their food consumption patterns? The traditional pattern of food-consumption was reflected by the respondents in their households which is characterized by certain conditions, such as, women cook and serve food to other members of the household; they eat last; often, they have to manage with the leftover food; and they forego their share and fondness for particular food items in deference to the tastes and preferences for particular food items of others in the family. Fifty-five percent of the respondents served food to others and they ate last. They served food to family members according to their status and improvement in the household. However, the school job has enabled many women teachers especially in cities and sub-urban towns, to have easy access to sources of food outside home, such as eating joints, which are close to their work places. They frequented such places in the company of their colleagues/ friends to eat items of their choice. They managed this expense out of their monthly pocket money. This, along with whatever snacks they might bring to the school from home, supplemented their daily food intake.

A nutritional analysis of the respondents' food intake on working days and on holidays was done to assess its adequacy in terms of calories and proteins. It was found that protein and calories intake of the respondents were not very significantly different from the Recommended Dietary Allowances (RDA) as formulated by the Indian Council of Medical Research. This shows that staying outside home for long hours did not affect their nutritional levels. Rather, control over some money enables them to eat items of their choice while in and around the school/ work place.

Physical components of well- being

The respondents physical well- being vis-a- vis their living conditions, including accommodation, water supply and sanitation and other facilities, was good. Most of them lived in good houses, which were either rented or owned with other family members such as the husband's parents, married and unmarried brothers and sisters etc. Those living in government provided accommodation felt themselves fortunate to live in small flats, normally comprising of two small rooms, bathroom, toilet, kitchen and small covered balcony. However in about one -sixth of respondents reflected lack of freedom as the space was being shared/used simultaneously by other members of the family, especially in joint families.

The physical environment in respondents' work place, that is, school premises with regard to the aspects of cleanliness, layout, seating arrangement ranged from being "satisfactory" to 'bad' the exterior of the school were better maintained than the interiors. Except in case of one-fourth (25 %) respondents all others expressed satisfaction with regard to physical environment. It is worthwhile to point out here that in schools teachers and students tend to be more serious about cleanliness and discipline which makes environment conducive for efficient performance.

Social and mental health

In, this domain, it was probed that how holding a teaching job can influence a women's physical, mental and social well-being. The illness behavior of the respondents was found, by and large, to be conditioned by their household responsibilities. The respondents provided care during illness to all other members of the household, but in their own case, majority of them sought medical attention at their own except in cases where symptoms became more severe. The study shows that it is the respondents' commitment to household work as well as obligations towards other members' dependent on them. It was interesting to note that there was no instance of a serious illness among the women teacher respondents.

Holding a job was found to have a positive effect on other aspects of well- being of the respondents. For instance,

it raised their age-at-marriage. The job they perceived helped them in their marriage and to settle in family life. Majority of them (80%) had got jobs by 25-28 years of age. Job, they said, has helped them to become aware and adopt the small family norm and they have two child families.

They also expressed that remaining outside the home due to their job had created problems for them in rearing small children.

The data on the recreational and social life revealed that employment provided them an opportunity to develop their own identity, independent of their families. School, they considered, a place away from home where they found solace in the company of their colleagues and experienced freedom from the pressures of their family members, especially the mother in law. They felt that considered it a place where they could shed tensions of their family life and nurture friendship with their colleagues. They shared meals and enjoyed extended tea sessions with them. They discussed their domestic problems with each other and found solutions to them. They even went for occasional outings such as movies and shopping with their fellow colleagues from the school. In contrast to this, at home they remain busy rushing from one task to another and looking after the needs of their/ other family members.

Domestic work and Teaching Job

Teaching job in school was perceived by a little less than three-fourths (70%) as demanding but manageable. The quality time for co-curricular and extra-curricular activities in company of their colleagues was most rewarding, as they affirmed, a lot of free-time was available to them in contrast to work at home. The free time which was built into their work routine performance was exhibited through their reading newspapers, consulting library for updating knowledge, resting over tea sessions, etc. could be observed. Some teachers were found to be engaged in knitting and mending clothes in free time. Such teachers expressed that at home they did not find much time and are left with little physical energy to pursue their hobbies. They spent whatever little free time they had at home, either in performing the miscellaneous household chores such as setting the cupboards, or resting for a while to overcome physical fatigue.

A detailed analysis of the respondents' routines shows that availability of infrastructural facilities has reduced their drudgery significantly. The respondents had adequate labour-saving gadgets to perform household chores and sufficient resources to acquire such gadgets for household chores. However, half of them (50%) complained of non-availability of efficient and timely transport for commuting between home and school. This

besides shouldering the responsibilities of child care and endless household chores, caused them physical and mental fatigue.

Majority of them were solely responsible for managing the household with almost little help from other family members including the spouse. The respondents got help from outside the home on payment. Any help from other family members was based on the 'principle of reciprocity'. Respondents had to work more at home on holidays to compensate for the help they received from other family members on during the week days.

The husbands participation in household tasks emerged as encouraging as in 40 percent nuclear families, the spouses did extend "help" to the respondents during morning hours. In joint families the help of spouses in every aspect of intra-household chores was either minimal or absent. The traditional gender-based division of labour in the household, that is women being responsible for household tasks, was very much evident in the respondents households. While the spouses were rarely responsible for tasks on a routine basis, the respondents had to manage their tasks without any laxity. The women felt the brunt of dual roles due to lack of husbands' or others cooperation at home. They tried their best not to let their office work adversely affect their domestic roles. Similar outcomes were reported by Bhandari Mala (2004) in her study of women clerks in Delhi. The fact that women, like men, held full time teaching jobs, in some way helped to change the traditional pattern of sharing the intra-household the male and female members.

Conclusion

From findings of this study one important point has emerged that the women teachers bear the brunt of the duality of their roles – at home and in the office. A job is an additional and secondary task for them to sustain it along with their domestic obligations. The work at home is inescapable and physically and mentally tiring for them. They get respite from this while at their work place which provides them with leisure opportunities.

In sum, it can be safely concluded that employment outside the home has improved social aspects more than the physical aspects of well-being for the women teachers. The school enriches their social life by providing them a congenial environment for utilizing their personal and professional skills and interact with colleagues share their pleasures and sorrows with them. They women look at school as a place away from their monotonous drudgery of the household. This observation leads us to believe that employment of women supplements the resources of the household which thereby improves the quality of their life and as well as of other members in the family members.

To what extent the women themselves have reaped fruits of increase in resources still remains a rhetoric question in the minds of researchers. The study shows that there no significant impact of employment on social and economic position of these women within the family particularly in decision-making about money matters. Similarly, the conventional ways of intra- familial sharing of division of labour reflect superficial changes. The physical burden of work has, in fact, increased for want of help from other household members, unavailability of paid help. It seems, technology has come to bring harmony in their two roles: one at home and the other in the school. They have restricted their two roles, the one at home and the other in the office. The study supports the fact that Quality of Life of working women in general and women teachers in particular, rests more upon socio-cultural milieu and values nurtured by members of society in which they thrive. This study concludes that women's needs arising from their employment along with their domestic responsibilities need a serious thinking at micro and macro-levels, if one of the aim of today's social development is to improve their Quality of Life which is in the interest of overall development of any society.

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E- CONSUMER BEHAVIOUR

Sanjana Gupta¹

Abstract

A consumer is no longer concerned with the physical shopping. Consumer has turned toward a virtual shopping where at their convenience they can buy and even sell different types of goods and services. The internet is relatively a new channel of communication and distribution. Customer behaviours are influenced by different factors such as culture, social class, references group relation, family, salary level and salary independency, age, gender etc. and so they show different customer behaviours. These differences are seen more specific when it is considered between two different consumer groups from different countries. Consumer behaviours can be explained in four dimensions which are personal characteristics, psychological characteristics, social characteristics and cultural characteristics.

Introduction

Consumer behavior is "The study of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society." Consumer behavior involves the psychological processes that consumers go through in recognizing needs, finding ways to solve these needs, making purchase decisions. Online shopping behavior (also called online buying behavior and Internet shopping/buying behavior) refers to the process of purchasing products or services via the Internet. The internet has shifted a pedagogy of the business. It has given a new shape, space and horizon to the business. A consumer is no longer concerned with the physical shopping. Consumer has turned toward a virtual shopping where at their convenience they can buy and even sell different types of goods and services. The internet is relatively a new channel of communication and distribution. Customer behaviours are influenced by different factors such as culture, social class, references group relation, family, salary level and salary independency, age, gender etc. and so they show different customer behaviours. These differences are seen more specific when it is considered between two different consumer groups from different countries. Consumer behaviours can be explained in four dimensions which are personal characteristics, psychological characteristics, social characteristics and cultural characteristics. Identifying these characteristics is crucial to decide marketing strategies and to target correct consumer groups for any business. Personal Characteristics includes , demographics, Psychological Characteristics encircles Perception, The personality factor and attitude, Social Characteristics has reference groups like family as a part of it and Cultural

Characteristics includes culture set values and beliefs. Infact, in this virtual business also, e companies has loyal consumer base which is build on a trust and other cognitive factors of a consumer. At a given point there are million people searching new search engines on internet. This shift has increase the responsibility on the part of service providers to provide the best and secure services always.

Many researches have indicated that security of transactions and prompt delivery are the most important key factors in the decision making for online customers. Since the internet has become new medium of convenience shopping for consumers, it is crucial to understand the factors underlying in this process as it is more of the psychological process.

Parameters of online consumer behavior

There are various factors which lead to online consumer behaviour.

Psychological factors, Price, Convenience and trust are the main components which affect the buying decisions of the buyers online.

- One of the most important factor is **motivation**. Motivation is a reason for action or behaving in a particular way. In case of online shopping, motivation is source from various reference groups who directly or indirectly effect online buying decisions and self motivation which is a result of our own perception.
- **Perception** is an ability to see, hear or become aware of something through senses. So when buyer hear about the responses from different sources about online shopping or through advertisement, self motivates customers to try online shopping once.
- Other important factor is **Belief and attitude**. Belief is non verified truth which is based on one's opinion. Many buyers, now a day think that it is easy and

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convenient to do online shopping as it comes with lot many benefits like delivery at doorstep, delivery at convenient timings and place. This belief effect the attitude of a person of favouring or disfavouring online shopping.

- **Trust**

Lack of trust has been one of the most frequently cited reasons for consumers not purchasing from Internet vendors. Many researches has focused that the lack of consumer trust, both in the specific web-based vendors and in the overall e- environment, has been a hindrance to electronic commerce. So, a number of studies have investigated the role of trust in the e-commerce environment with all kinds of different research foci, analyzing the trust towards several aspects and hoped to explore what factors affected the consumers' intention to trust .

A proposed model given by Cheung and Lee's suggests that a customer's trust in Internet shopping is positively related to the trustworthiness of Internet vendors and the external environment and further proposed that trustworthiness of Internet vendors (including perceived security control, privacy control, integrity and competence) and external environment (third part recognition and legal framework) are positively related to the customer's trust in Internet shopping.

Kimery and McCard define trust as customers' willingness to accept weakness in an online transaction based on their positive expectations regarding future online store behaviour. Trust is an expectation about individuals' behaviour within the society where they are living or by which they are ruled. Trust can be bestowed upon a person, an object (product), an organization (a business), an institution (the government) or a role (a professional of some kind). Trust plays a key role in creating satisfied and expected outcomes in online transaction. Dimensions of online trust include security, privacy and reliability.

- **Security** is defined as the extent to which customers trust that the Internet is secure for them to transmit sensitive information to the business transaction regarding payment and their personal information as well. Security plays a crucial role in affecting the consumer attitudes and purchase intentions because the present of perceived risk in transmitting sensitive information such as credit card numbers across the Internet. Consumers may feel uncomfortable to release their personal information such as credit card and social security number through Internet because the consumers cannot physically check the quality of the products or monitor the safety and security of

sending sensitive personal and financial information while shopping on the internet. The personal awareness of security has the significant influence on consumer attitudes and online purchase intentions. Privacy as the consumers' trust about the performance of other party in the environment during the market transaction or consumption behaviour. High level of security and privacy in the online shopping experience has a positive effect on consumer trust due to the perceived risk involved in the information exchange. Moreover, company reliability can influence the consumers' online trust and purchase intention.

- **Price**

Price was a critical factor for customer on online shopping. However, Li et al. argued that often online shoppers were not price-sensitive, cause of these consumers' price comparisons among different e-retailers on each product was time-consuming and the price difference was very small.

- **Convenience** Convenience and saved time were offered by online shopping which were two motivating factors for online purchases. The main reason that motivated consumers to shop online was conveniences. Convenient access to product information could facilitate and help shoppers' making an online purchases decision.

Some customers use online channels just to escape from face-to-face interaction with salesperson because they pressure or uncomfortable when dealing with salespeople and do not want to be manipulated and controlled in the marketplace. This is especially true for those customers who may have had negative experience with the salesperson, or they just want to be free and make decision by themselves without salespersons' presence.

- **Information:** The internet has made the data accessing easier. Given customers rarely have a chance to touch and feel product and service online before they make decision, online sellers normally provide more product information that customers can use when making a purchase. Customers put the weight on the information that meets their information needs. In addition to get information from its website, consumers can also benefit from products' reviews by other customers. They can read those reviews before they make a decision.
- **Available products and services:** E-commerce has made a transaction easier than it was and online stores offer consumers benefits by providing more variety of products and services that they can choose from. Consumers can find all kinds of products which

might be available only online from all over the world. Most companies have their own websites to offer products or services online, no matter whether they already have their front store or not. . Many traditional retailers sells certain products only available online to reduce their retailing costs or to offer customers with more choices of sizes, colors, or features.

- **Cost and time efficiency:** Because online shopping customers are often offered a better deal, they can get the same product as they buy at store at a lower price. Since online stores offer customers with variety of products and services, it gives customers more chances to compare price from different websites and find the products with lower prices than buying from local stores. Some websites offer customers auction or best offer option, so they can make a good deal for their product. It also makes shopping a real game of chance and treasure hunt and makes shopping a fun and entertainment. Again, since online shopping

can be anywhere and anytime, it make consumers' life easier because they do not have to stuck in the traffic, look for parking spot and wait in checkout lines

- **Webographics (Map of website)**

Easy search on the website of the company attracts customers to do online shopping. Customers buy products from those websites or Apps which are easy to understand and follow without wasting time on surfing that website and Apps again and again.

Conclusion

All these above discussed factors play a vital role for consumers to decide about online shopping. It does not only give them chance to compare all the products they want to but, to compare on different websites or Apps but also make it easy for them to reach more number of suppliers and sellers. Similarly e consumer behaviour is giving a new dimensions to the e business by bringing different sellers around the world to share same selling forum and giving new virtual market to the buyers.

A STUDY ON THE PERCEPTION OF EMPLOYEES TOWARDS THE TRAINING PROGRAM IN SELECTED IT INDUSTRIES, COIMBATORE

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Abstract

Employees training in IT sector help companies as well as employees to improve their performance. Hence the companies are eager to go for the training programs for their employees with regular intervals in the IT sector. These training programs definitely result in skill enhancement, improved efficiency and productivity and growth opportunities for employees. This paper attempts to analyze the employee's perception towards training in selected IT industries, Coimbatore. The data was collected from 1100 employees of different IT companies through a structured questionnaire. The data collected was then classified and tabulated. It was found that the most of the employees have positive perception towards the training program in selected IT industries, Coimbatore.

Key words: Employee training, Perception, training, training program.

Introduction

Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals. Employee training tries to improve skills or add to the existing level of knowledge so that employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. Organizational growth need to be measured along with individual growth. Training refers to the learning activities done for the primary purpose of helping employees of the organization to acquire and apply the knowledge skills, abilities and attitudinal needs required by that organization to acquire and apply. In today's scenario change is the order of the day and the only way to deal with it is to learn and grow. Employees have become vital part to success or failure of an organization they are the cornucopia of ideas. So it is high time the organization realize that "train and retain is the mantra of new millennium.

The reaction of employees' is determined by perception development by the employees' with in themselves. The perception has a significant impact on their performance which in turn decides the performance of the organization. There is a necessity for fulfilling the needs and wants of the employees which would be the outcome of their enthusiasm shown by them towards their work accomplishment. As employees are vital for an organization it is necessary to know their perception about the training program. It is with the intention the study is carried to analyze the employees perception towards the training program in selected IT industries, Coimbatore.

Literature Review

Fitz-enz (1984) distinguishes between education and training. He remarked that "education is the presentation of concepts and information to people for the purpose of imparting knowledge, while training is an interactive exercise with a goal to develop skills and competencies within the workforce. **Sveiby (1997)** defined an individual's competence as comprising knowledge, skill, experience, value judgments and social network. He suggests that indicators are needed of growth, of efficiency, and of stability for all the intangible assets of organizations, including staff competence. **Collett (1998)** refers to the need to "keep the twin activities of training and development in balance—to develop capability [for future work] not just competence [for current position]". **Holli and Calabrese (1998)** defined evaluation as comparisons of an observed value or quality to a standard or criteria of comparison. Evaluation is the process of forming value judgments about the quality of programs, products, and goals. **Lowry, Simon, and Kimberley (2002)** concluded that training is a factor that enhances employee commitment and maximizes employee potential. This study analyzes the employee's perception towards the training program in selected IT industries, Coimbatore.

Need Of The Study

The man power must be properly recruited, nourished and utilized. Every organization must have its own human resource policies, procedures, rules, regulations, strategies and so on.

For this purpose, the organization must have separate department called HRD/ T&D, which will all the times

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strive to manage and develop the human resource in organization. To assess the employee and employer relationship, organizations have to continually conduct the surveys on the employee reactions to the managerial practices. Though there are some studies in this field, there are some gaps in them. The information provided by them is not suitable and sufficient for present context. More over in review of literature some missing links are observed. So this study is to be conducted to fill the gap and also add to the existing literature in the field of HR practices.

Statement of the Problem

The perception of the employees has a greater impact on the success of any organization. If the employees perceive the T&D practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the HRD/T&D practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management. The perception of the employees basically depend on the job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by T&D practices. It is found that the previous researchers have concentrated on the job satisfaction of the employees. In order to fill this gap the researcher is compelled to study about the perception of the employees toward Training program in selected IT industries at Coimbatore.

Objectives of the Study

The main objective of the study is to analyze the employee's perception towards the training program in selected IT industries, Coimbatore.

Research Methodology

Researcher has adopted Stratified Random Sampling method for the study. Primary data and secondary data are used to collect facts and figures. Primary data is collected through questionnaire meant for the employees. Secondary data collected through company published Magazines, Handouts, company Website Annual reports. The total sample size used for the study is 1100 respondents, out of these 666 are Male respondents and 434 are Female respondents working in select IT industries of Coimbatore District. The complete data was checked, classified, numbered, tabulated, and the results were highlighted by preparing tables. Percentage was calculated wherever necessary for better analysis and interpretation. Pie charts and bar charts are used for data interpretations for better look and better understanding of report.

Data Analyses

Table No - 1 : Table Showing No. of Respondents Who Have Attended the Training Program

Training Program	No. of Respondents	Percentage
Attended	1100	100
Does not attended	0	0
Total	1100	100

Sources: Primary data

Interpretation:

The above table depicts that, 100% of the respondents attended the training programs conducted in selected IT industries.

Table No - 2 : Table Showing Training Objectives were made clear to the Respondents before Commencing Training

Training Program	No. of Respondents	Percentage
Clear	772	70
Not Clear	328	30
Total	1100	100

Sources: Primary data

Interpretation:

The above table depicts that, 70% of the respondents are very clear about the training objectives before they underwent the training programs and remaining 30% of respondents are not clear.

Table No - 3 : Table Showing the Purpose to Attend Training Program

Purpose	No. of Respondents	Percentage
Motivation	328	30
Upgrading Skills & Knowledge	652	59
Promotion & Salary Benefits	54	5
Because of compulsion	66	6
Total	1100	100

Sources: Primary data

Interpretation:

The above table depicts that, 30% of the respondents have motivation to attend the training program, 59% of them have attended to upgrade their skills and knowledge, 5% of them have attended for the sake of promotion and salary benefits and another 6% of them have attended because of compulsion.

Figure No: 1

Figure Showing the Purpose to Attend Training Program

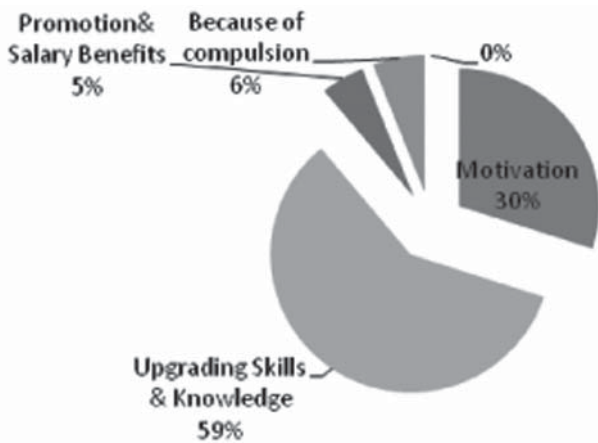


Fig. 1

Inference: From the above figure it was inferred that most of the employees attend the training program to upgrade their skills and knowledge.

Table No - 4 : Table Showing Training contents has met the needs of the Respondents

Particular	No. of Respondents	Percentage
Yes	560	51
To some Extent	470	43
No	70	6
Total	1100	100

Sources: Primary data

Interpretation:

The above table depicts that, 51% of the respondent's states that training content met their needs and it was adequate. For 43% of the respondents it is only to some extent, and the remaining 6% of them states that training content was not at all met their needs.

Table No - 5 : Table showing the employees opinion on using latest technologies for training the employees

Opinion	No. of Respondents	%
Using latest technologies	731	66.45
Not Using latest technologies	369	33.55
Total	1100	100.00

Sources: Primary data

Interpretation:

The above table depicts that 66.45% of the respondents revealed that the management uses latest technologies

for training the employees and meager 28.82% respondents expressed that the management does not use latest technologies for training the employees.

Table No - 6 : Table Showing Outcomes of Training Program

Particular	No. of Respondents	Percentage
Increased Efficiency	364	33.09
Updated Knowledge	200	18.18
Improved Interpersonal Relationships	106	9.65
Career Development	114	10.36
All the above	316	28.72
Total	1100	100

Sources: Primary data

Interpretation:

The above table depicts the outcomes of training programs. 33.09% of the respondents are saying that it increases efficiency, 18.18% of them are saying that it updates knowledge, 9.65% stated it has improved interpersonal relationship. Another 10.36% are saying it helps in career development and 28.72% respondents are saying training helps to get all the above aspects.

Table No - 7 : Table Showing Training Program Related to individual Growth and Development

Particular	No. of Respondents	Percentage
To very great Extent	68	6.18
To Great Extent	691	62.82
To some Extent	318	28.91
Not Contributed	23	2.09
Total	1100	100

Sources: Primary data

Interpretation:

The above table showing training related to individual growth and development. 6.18% of the respondents are saying it helps to a very greater extent, 62.82% are saying that it helps to a greater extent. 28.91% are saying it helps only to some extent and only 2.09% are saying training not at all contributing to individual growth and development.

Figure no: 2

Figure showing Training Program Related to individual Growth and Development

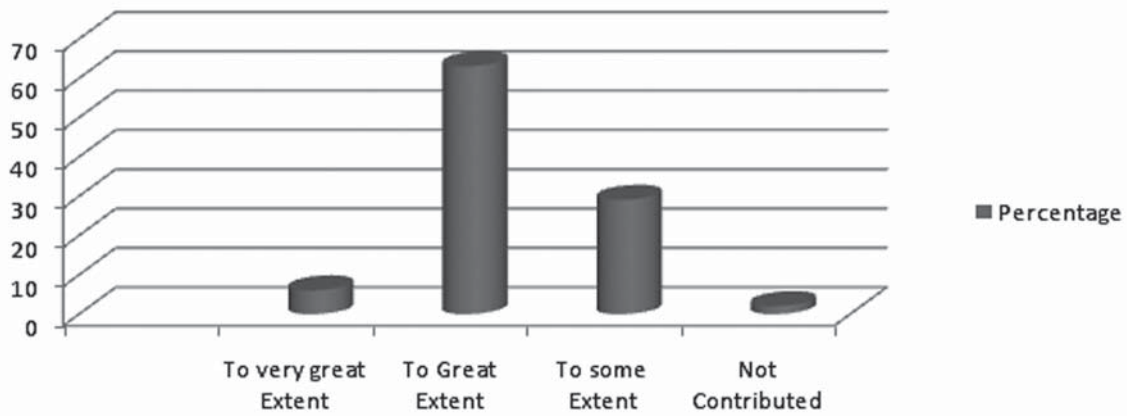


Fig. 2

Inference:

It was found from the above figure that most of the employees opined that the training program given by the selected IT industries improved their growth and development to a great extent.

Table No - 8 : Table showing the types of motivation

Type of motivation	No. of Respondents	%
Incentives	445	40.45
Cash Awards	111	10.09
Certification	54	4.91
Reward	449	40.82
Gift	41	3.73
Total	1100	100.00

Sources: Primary data

Interpretation:

It is highlighted from the above table that out of 1100 respondents, 40.45% of the respondents got incentives at the time of training period. 10.09% of the respondents received cash awards while attending training in IT industry. 4.91% of the respondents received Certificate at the time of training period. 40.82% of the respondents got reward at the time of training period. From the analysis, it is concluded that rewards are the major motivation given by the IT industry at the time of training.

Table No - 9 : Table showing the rank given to the training methods by the respondents

S.N	Training method	Total score	Mean score	Rank
1	Class room training from senior staff	46525	42.295	7
2	External consultants	66078	60.071	2
3	Role based training	68079	61.890	1
4	Business games	55788	50.716	3
5	Job rotation	54965	49.968	4
6	Training institute	51546	46.860	6
7	Case studies	44512	40.465	8
8	Online training, E-learning	52507	47.734	5

Sources: Primary data

Interpretation:

It is noted from the above table that the method "Role based training" was ranked first by the sample respondents with the Garrett score of 68079 points. It is followed by the method of "External consultants" with the Garrett score of 66078 points. The methods such as "Business Games", "Job rotation" and "Online training and E-learning" were ranked third, fourth and fifth by the respondents with the Garrett scores of 55788, 54965 and 52507 points respectively. The sixth rank was given to the "Training Institute" with the Garrett score of 51546. "Class room training from senior staff" with Garrett score 46525 points was another method to train the employees in IT industry. "Case studies" with the Garrett score of 44512 points was ranked eighth among the methods to train the employees in IT industry. From the analysis, it is inferred that "Role based training" and "External consultants" are the prime methods for providing training to the employees in selected IT industries as highlighted by the respondents.

Findings

1. It was found that most of the respondents are very clear about the training objectives before they underwent the training programs.
2. 30% of the respondents have motivation to attend the training program, 59% of them have attended to upgrade their skills and knowledge. Most of the respondent's states that training content met their needs and it were adequate.
3. Most of the respondents revealed that the management uses the latest technologies for training the employees.
4. 33% of the respondents stated the training increases efficiency, 18% said it updates knowledge, 10% stated it improves interpersonal relationship. Another 10% said it helps in career development and 29% respondents stated training helps to get all the above aspects. Most of the employees opined that they receive rewards as motivation at the time of training.
5. Majority of the respondents opined that the training provided by the selected IT industries improves their growth and development.

Suggestions:

1. It is suggested that the employees are to be given enough opportunities to express their views in the development of the organization.
2. The management of selected IT industries should encourage the principle of "Workers Participation in Management."

Conclusion:

The present study focuses on the perception of the employees towards the training practices implemented by selected IT industries at Coimbatore (CTS, HCL, WIPRO, DELL, IN FOSYS, EBIX, PAYODA, ADITI, UGAMSOLUTIONS, KGISL). Further, the study is being carried out with collection of review of literature and relevant information collected from the employees of selected IT industries at Coimbatore. On the basis of the results obtained from the study, it is found that the Training practices followed by selected IT industries have deep impact on workers' psychology and motivate the workers towards their job in a commendable manner. It is

concluded that the employees have positive attitude towards the training practices followed in selected IT industries. They perceive the training practice in a positive manner. Besides it has also been found that the perception of employees' assume paramount importance in the context of present industrial scenario.

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A STUDY ON FDI POLICY - THEORETICAL PERSPECTIVE IN INDIA

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Dr.Mani²

Abstract

In 1991, to overcome economic challenges India was asked to implement new economic reforms by world organizations. One important element of such reforms was to liberalise our FDI policy to attract more capital from rest of the world countries. From then on India's FDI policy is undergoing major changes. This paper makes an effort to study various theories and research works related with the effects of FDI policy. It is an attempt to figure out the effectiveness of changed FDI policy in our country. For this reason first part of the article gives a brief introduction about FDI. Where as the second part of it deals with important theories and research works on the effects of FDI along with the new economic policy measures. Thus it can be concluded that there is no single theory which can guide the host country to analyze the long run effects of FDI so that it can bring suitable policy change to attract more foreign investment. Finally it can be stated that Indian government should consider various social issues such as income inequality, regional disparities and sustainable development while bringing more flexibility in FDI policy in the future. Only then FDI can promise to achieve not only economic growth but also ensure overall development in our country.

Introduction

Foreign direct investment (FDI) refers to cross-border investment made by a resident in one economy (the direct investor) with the objective of establishing a lasting interest in an enterprise (the direct investment enterprise) that is resident in a country other than that of the direct investor (OECD 2008).

The host country aspires to receive FDI inflows because of the potential benefits, the most established benefit being that FDI supplements the domestic savings of a nation. Other payoffs include access to superior international technologies, exposure to better management and accounting practices, and improved corporate governance. FDI is likely to expand and/or diversify the production capacity of the recipient country which, in turn, is expected to enhance trade. On the other side, foreign investors are motivated by profits and access to natural resources. Therefore, large and growing domestic markets are likely to receive more FDI. Countries with abundant natural resources such as mines, oil reserves and manpower appear prominently on the investment maps of foreign investors. Thus it is important to study the impact of FDI on host country with a theoretical perspective.

Review of Literature

Foreign Direct Investment Theories:

Production Cycle Theory of Vernon

Production cycle theory developed by Vernon in 1966 was used to explain certain types of foreign direct investment made by U.S. companies in Western Europe after the Second World War in the manufacturing

industry. Vernon believes that there are four stages of production cycle: innovation, growth, maturity and decline. According to Vernon, in the first stage the U.S. transnational companies create new innovative products for local consumption and export the surplus in order to serve also the foreign markets. According to the theory of the production cycle, after the Second World War in Europe has increased demand for manufactured products like those produced in USA. Thus, American firms began to export, having the advantage of technology on international competitors. If in the first stage of the production cycle, manufacturers have an advantage by possessing new technologies, as the product develops also the technology becomes known. Manufacturers will standardize the product, but there will be companies that you will copy it. Thereby, European firms have started imitating American products that U.S. firms were exporting to these countries. US companies were forced to perform production facilities on the local markets to maintain their market shares in those areas. This theory managed to explain certain types of investments in Europe Western made by U.S. companies between 1950-1970. Although there are areas where Americans have not possessed the technological advantage and foreign direct investments were made during that period.

The Theory of Exchange Rates on Imperfect Capital Markets.

This is another theory which tried to explain FDI. Initially the foreign exchange risk has been analyzed from the perspective of international trade. Itagaki (1981) and Cushman (1985) analyzed the influence of uncertainty as a factor of FDI. In the only empirical analysis made

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so far, Cushman shows that real exchange rate increase stimulated FDI made by USD, while a foreign currency appreciation has reduced American FDI.

Cushman concludes that the dollar appreciation has led to a reduction in U.S. FDI by 25%. However, currency risk rate theory cannot explain simultaneous foreign direct investment between countries with different currencies. The sustainers argue that such investments are made in different times, but there are enough cases that contradict these claims.

The Internalisation Theory

This theory tries to explain the growth of transnational companies and their motivations for achieving foreign direct investment. The theory was developed by Buckley and Casson, in 1976 and then by Hennart, in 1982 and Casson, in 1983. Initially, the theory was launched by Coase in 1937 in a national context and Hymer in 1976 in an international context. In his Doctoral Dissertation, Hymer identified two major determinants of FDI. One was the removal of competition. The other was the advantages which some firms possess in a particular activity (Hymer, 1976).

Buckley and Casson, who founded the theory demonstrates that transnational companies are organizing their internal activities so as to develop specific advantages, which then to be exploited. Internalisation theory is considered very important also by Dunning, who uses it in the eclectic theory, but also argues that this explains only part of FDI flows. Hennart (1982) develops the idea of internalization by developing models between the two types of integration: vertical and horizontal.

Hymer is the author of the concept of firm-specific advantages and demonstrates that FDI take place only if the benefits of exploiting firm-specific advantages outweigh the relative costs of the operations abroad. According to Hymer (1976) the MNE appears due to the market imperfections that led to a divergence from perfect competition in the final product market. Hymer has discussed the problem of information costs for foreign firms respected to local firms, different treatment of governments, currency risk (Eden and Miller, 2004). The result meant the same conclusion: transnational companies face some adjustment costs when the investments are made abroad. Hymer recognized that FDI is a firm-level strategy decision rather than a capital-market financial decision.

The Eclectic Paradigm of Dunning

The eclectic theory developed by professor Dunning is a mix of three different theories of direct foreign investments (O-L-I):

1) "O" from Ownership advantages:

This refer to intangible assets, which are, at least for a while exclusive possesses of the company and may be transferred within transnational companies at low costs, leading either to higher incomes or reduced costs. But TNCs operations performed in different countries face some additional costs.

Thereby to successfully enter a foreign market, a company must have certain characteristics that would triumph over operating costs on a foreign market. These advantages are the property competences or the specific benefits of the company. The firm has a monopoly over its own specific advantages and using them abroad leads to higher marginal profitability or lower marginal cost than other competitors. (Dunning, 1973, 1980, 1988).

There are three types of specific advantages :

- a) Monopoly advantages in the form of privileged access to markets through ownership of natural limited resources, patents, trademarks;
- b) Technology, knowledge broadly defined so as to contain all forms of innovation activities
- c) Economies of large size such as economies of learning, economies of scale and scope, greater access to financial capital;

2) "L" from Location:

When the first condition is fulfilled, it must be more advantageous for the company that owns them to use them itself rather than sell them or rent them to foreign firms. Location advantages of different countries are de key factors to determining who will become host countries for the activities of the transnational corporations.

The specific advantages of each country can be divided into three categories :

- a) The economic benefits consist of quantitative and qualitative factors of production, costs of transport, telecommunications, market size etc.
- b) Political advantages: common and specific government policies that affect FDI flows
- c) Social advantages: includes distance between the home and home countries, cultural diversity, attitude towards strangers etc.

3) "I" from Internalisation:

Supposing the first two conditions are met, it must be profitable for the company the use of these advantages, in collaboration with at least some factors outside the country of origin (Dunning, 1973, 1980, 1988).

This third characteristic of the eclectic paradigm OLI offers a framework for assessing different ways in

which the company will exploit its powers from the sale of goods and services to various agreements that might be signed between the companies. As cross-border market Internalisation benefits is higher the more the firm will want to engage in foreign production rather than offering this right under license, franchise. Eclectic paradigm OLI shows that OLI parameters are different from company to company and depend on context and reflect the economic, political, social characteristics of the host country. Therefore the objectives and strategies of the firms, the magnitude and pattern of production will depend on the challenges and opportunities offered by different types of countries.

Various Studies Related With FDI and Development Of Host Economies:

FDI generates considerable benefits. These include employment generation, capital flows, the acquisition of new technology and knowledge, human capital development, contribution to international trade integration, creation of a more competitive business environment and enhanced local/domestic enterprise development, flows of ideas and global best practice standards and increased tax revenues from corporate profits generated by FDI (Klein et al., 2001; Tambunan, 2005).

While FDI is expected to create positive outcomes, it may also generate negative effects on the host economy. The costs to the host economy can arise from the market power of large firms and their associated ability to generate very high profits or by domestic political interference by multinational corporations. But the empirical evidence shows that the negative effects from FDI are inconclusive, while the evidence of positive effects is overwhelming, i.e., its net positive effect on economic welfare (Graham, 1995).

FDI in manufacturing is generally believed to have a positive and significant effect on a country's economic growth (Alfaro, 2003). However, based on empirical analysis of data from cross-country FDI flows for 1981-1999, Alfaro (2003) points out that the impact of FDI on growth is ambiguous. FDI in the primary sector tends to have a negative impact on growth, while investment in manufacturing has a positive effect, and the impact of FDI in services is ambiguous. In general, multinational enterprises have increasingly contributed to capacity addition and total sales of manufacturing.

Further, FDI plays an important role in raising productivity growth in sectors in which investment has taken place. In fact, sectors with a higher presence of foreign firms have lower dispersion of productivity among firms, thus indicating that the spill-over effects had helped local firms to attain higher levels of productivity growth (Haddad and Harrison, 1993). Besides being an important source for

diffusion of technology and new ideas, FDI plays more of a complementary role than of substitution for domestic investment (Borenzstein et al., 1998). FDI tends to expand the local market, attracting large domestic private investment. This "crowding in" effect creates additional employment in the economy (Jenkins and Thomas, 2002). Further, FDI has a strong relation with increased exports from host countries. FDI also tends to improve the productive efficiency of resource allocation by facilitating the transfer of resources across different sectors of the economy (Chen, 1999). It has been shown by Bajpai (2004) that India's labour-intensive manufacturing can potentially absorb a major section of the labour force and it holds the key to achieve dynamic growth in the country. Further, Aggarwal (2001) showed that high-tech industries are not attracting efficiency-seeking FDI; medium- and low-tech industries with foreign stakes seem to have performed better, indicating that India's comparative advantage in exports lies with low-tech industries.

However, Siddharthan and Nollen (2004) showed that in the information technology sector, exports by MNE affiliates are greater when they have larger foreign equity stakes. Though it is expected that growth tends to benefit the poor, this has not happened in many countries. There is no clear picture whether growth reduces poverty (World Bank, 2000). It is believed that increased flow of capital raises capital intensity in production, resulting in lower employment generation. However, a higher level of investment accelerates economic growth, showing wider positive effects across the economy. Tambunan (2005) found that FDI has positive effects on poverty reduction mainly through three important ways, viz., labour-intensive growth with export growth as the most important engine; technological, innovation and knowledge spill-over effects from FDI-based firms on the local economy; and poverty alleviation programmes or projects financed by tax revenues collected from FDI-based firms. However, the host country's policies and institutions, the quality of investment, the nature of the regulatory framework and the flexibility of labour markets are important to attain the expected benefits from FDI (De Melo, 1999; Klein et al., 2001). The impact of FDI has been found to be the strongest in countries with higher education levels (Borenzstein et al., 1998; Jalilian and Weiss, 2001). However, FDI may indirectly benefit the poor by creating better employment and earning opportunities for the unskilled workforce in developing countries (ODI, 2002).

Thus it is very much clear that though there are various studies related to FDI and the development of host economies, but there is no proper evidence to guide a host country to off set the negative effects of FDI and achieve overall development.

Recent Policy Measures

Government eases FDI norms in 15 major sectors. Moreover Townships, shopping complexes & business centres – all allow up to 100% FDI under the auto route. Conditions on minimum capitalisation & floor area restrictions have now been removed for the construction development sector. India's defence sector now allows consolidated FDI up to 49% under the automatic route. FDI beyond 49% will now be considered by the Foreign Investment Promotion Board. Further Govt approval route will be required only when FDI results in a change of ownership pattern. Private sector banks now allow consolidated FDI up to 74%. Up to 100% FDI is now allowed in coffee/rubber/cardamom/palm oil & olive oil plantations via the automatic route. 100% FDI is now allowed via the auto route in duty free shops located and operated in the customs bonded areas. Manufacturers can now sell their products through wholesale and/or retail, including through e-commerce without Government Approval.

Foreign Equity caps have now been increased for establishment & operation of satellites, credit information companies, non-scheduled air transport & ground handling services from 74% to 100%. 100% FDI allowed in medical devices .FDI cap increased in insurance & sub-activities from 26% to 49% .FDI up to 49% has been permitted in the Pension Sector. Construction, operation and maintenance of specified activities of Railway sector opened to 100% foreign direct investment under automatic route. FDI policy on Construction Development sector has been liberalised by relaxing the norms pertaining to minimum area, minimum capitalisation and repatriation of funds or exit from the project. To encourage investment in affordable housing, projects committing 30 percent of the total project cost for low cost affordable housing have been exempted from minimum area and capitalisation norms. Investment by NRIs under Schedule 4 of FEMA (Transfer or Issue of Security by Persons Resident Outside India) Regulations will be deemed to be domestic investment at par with the investment made by residents. Composite caps on foreign investments introduced to bring uniformity and simplicity is brought across the sectors in FDI policy. 100% FDI allowed in White Label ATM Operations.

Significance and need of the study

At present Indian government is giving more focus to attract foreign direct investment in various sectors. In this context, the new trade policy 2015-20 brings out more flexible measures to increase foreign investment . So, it is important to understand how far FDI can promise the targeted economic growth in India along with over all development. For this reasons, the article looks into various theories and research works which give a

theoretical base to know why MNCs invest in other countries? and how far host countries can benefit from FDI?

Objectives:

- 1) To study various theories and research works related with major issues of FDI .
- 2) To analyze the effects of India's FDI policy with a theoretical aspects.

Discussion and Conclusions

From the new policy changes it is very much clear that the present government gives more importance to FDI . It also strongly believes that only by attracting more investment from abroad India can ensure growth in the future. India is having this perspective since 1991, but the major question is how can FDI ensure economic and social development in India?. Through this article an attempt is made to find solution for the above mentioned question.

While analysing various theories it is clear that MNCs come to India to earn more profit by taking into account cost advantage .It is also seen that foreign firms make overseas investment to utilize host country's resources and increase their revenue. Moreover there is no single theory which explains the behaviour of MNCs in making investment in a particular country or region. Nevertheless, all these theories have a common view that a firm moves abroad to undertake advantages in the form of location, firm-specific ownership advantages or internationalization of market etc'

Various studies on the effect of FDI on the host countries also reveal that there is no assurance that FDI will contribute positively for host country's development. Thus it is very much essential that India must take into consideration that mere FDI policy change will not bring development of the nation. The exact nature of the relation between foreign MNCs and their host economies seems to vary between industries and countries. It is reasonable to assume that the characteristics of the host country's industry and policy environment are important determinants of the net benefits of FDI.

Thus it can be concluded that there is no single theory which can guide the host country to analyze the long run effects of FDI so that it can bring suitable policy change to attract more foreign investment. Moreover it is difficult for the policy maker to forecast the economic growth stimulated by FDI. This scenario demands effective policy measures which can ensure higher FDI along with inclusive growth in the host country.

Finally it can be stated that Indian government should consider various social issues such as income inequality, regional disparities and sustainable

development while bringing more flexibility in FDI policy in the future. Only then FDI can promise to achieve not only economic growth but also ensure overall development in our country.

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THE GLOBAL FINANCIAL CRISIS AND PERFORMANCE OF THE INDIAN CORPORATE SECTOR

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Abstract

The U.S financial crisis has had its aftershock of both the developed and the developing world. However, India did not face a full-blown recession, but only an experienced economic deceleration, which is normally considered as a temporary phenomenon. Analysis of the financial parameters of corporate India revealed intersect oral differences among them in respect of their financial fundamentals during the period of crisis, which could be attributed to many factors.

Introduction

In 2008 the world economy faced its most dangerous crisis since the Great Depression of the 1930s. The contagion, which began in 2007 when sky-high home prices in the United States finally turned decisively downward, spread quickly, first to the entire U.S. financial sector and then to financial markets overseas. The casualties in the United States included

- a) The entire investment banking industry,
- b) The biggest insurance company,
- c) The two enterprises chartered by the government to facilitate mortgage lending,
- d) The largest mortgage lender,
- e) The largest savings and loan, and
- f) Two of the largest commercial banks.

The carnage was not limited to the financial sector, however, as companies that normally rely on credit suffered heavily. The American auto industry, which pleaded for a federal bailout, found itself at the edge of an abyss. Still more ominously, banks, trusting no one to pay them back, simply stopped making the loans that most businesses need to regulate their cash flows and without which they cannot do business. Share prices plunged throughout the world—the Dow Jones Industrial Average in the U.S. lost 33.8% of its value in 2008—and by the end of the year, a deep recession had enveloped most of the globe. In December the National Bureau of Economic Research, the private group recognized as the official arbiter of such things, determined that a recession had begun in the United States in December 2007, which made this already the third longest recession in the U.S. since World War II.

Corporate sector

The Indian corporate sector has two main components, namely, the government owned and privately owned

companies. The size of both the components, in terms of both numbers and capital, has grown fast, particularly since beginning of the 'seventies . Government companies are mainly in the basic, heavy and capital intensive industries whereas the private sector is predominantly in industries which cater to the consumer markets directly. It is due to such a basic difference that while the government sector accounts for nearly two-thirds of the productive industrial capital, its share in the net value added is less than one-third.

Review of Literature:

Dinkar Nayak & Akash Kumar Exports play a crucial role in the economy of a country. The sudden fluctuation in the export trend can upset the foreign exchange earnings.

Dr. Amal sankar to explore the determinants , an demand function has been formulated at the commodity level. As regards to results , it has performed very well in terms of sign and significance of the explanatory variables. This study reveals valuable insight for policy makers in formulating either a commercial or exchange rate policy.

Smita Roy Trivedi told the processed trade financing decisions taken by banks and the inherent risks associated with such decision for both import and export financing. He examined the significance of these variables and check the viability of the trade finance scoring model, to ascertain risk associated with each trade traction financed.

Niyati Bhanja, Amouesh Samantaraya , Arif Billah Dar examined to investigate empirically the impact of exchange rate volatility on India's export growth.

Sunanda sen reveals relating to trade, growth & development are dealt with separately. It reveals free

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trade doctrine to determine policy for developing areas. The uneven power relations between poor & rich nations of the world permits a continuation of this asymmetrical combination of policies, to which trade theory unfortunately has contributed much.

Prasanna told in a globalizing world, export success can serve a measure for the competitiveness of a country's industries and lead to faster growth. Recently, a much optimistic view on the role of FDI on export performance in the host country has evolved.

Slowdown in Economic Growth

India GDP Annual Growth Rate

The Gross Domestic Product (GDP) in India expanded 7.50 percent in the fourth quarter of 2014 over the same quarter of the previous year. GDP Annual Growth Rate in India averaged 5.83 percent from 1951 until 2014, reaching an all time high of 11.40 percent in the first quarter of 2010 and a record low of -5.20 percent in the fourth quarter of 1979. GDP Annual Growth Rate in India is reported by the Ministry of Statistics and Programme Implementation (MOSPI).



Fig. 1

United states GDP Growth Rate

The Global Scenario: For a Layman , recession is a contraction of business activity. But as per the definite universally accepted by economists, an economy is in recession when its GDP growth becomes negative for two consecutive quarters.



Fig. 2

The Gross Domestic Product (GDP) in the United States expanded at a seasonally adjusted annual rate of 2.2 percent in the fourth quarter of 2014 over the previous quarter, according to final estimate. GDP Growth Rate in the United States averaged 3.27 Percent from 1947 until 2014, reaching an all time high of 16.90 Percent in the first quarter of 1950 and a record low of -10 Percent in the first quarter of 1958. GDP Growth Rate in the United States is reported by the U.S. Bureau of Economic Analysis.

China GDP

The Gross Domestic Product (GDP) in China was worth 9240.27 billion US dollars in 2013. The GDP value of China represents 14.90 percent of the world economy. GDP in China averaged 1252.79 USD Billion from 1960 until 2013, reaching an all time high of 9240.27 USD Billion in 2013 and a record low of 46.50 USD Billion in 1962. GDP in China is reported by the World Bank Group.

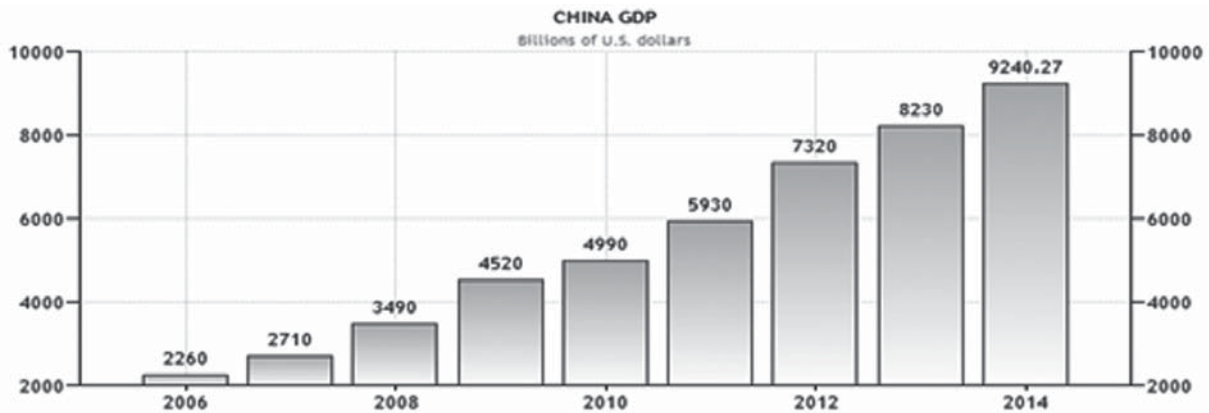


Fig. 3

Japan GDP Growth Rate

The Gross Domestic Product (GDP) in Japan expanded 0.40 percent in the fourth quarter of 2014 over the previous quarter. GDP Growth Rate in Japan averaged 0.49 percent from 1980 until 2014, reaching an all time high of 3.20 percent in the second quarter of 1990 and a record low of -4 percent in the first quarter of 2009. GDP Growth Rate in Japan is reported by the Cabinet Office, Japan.

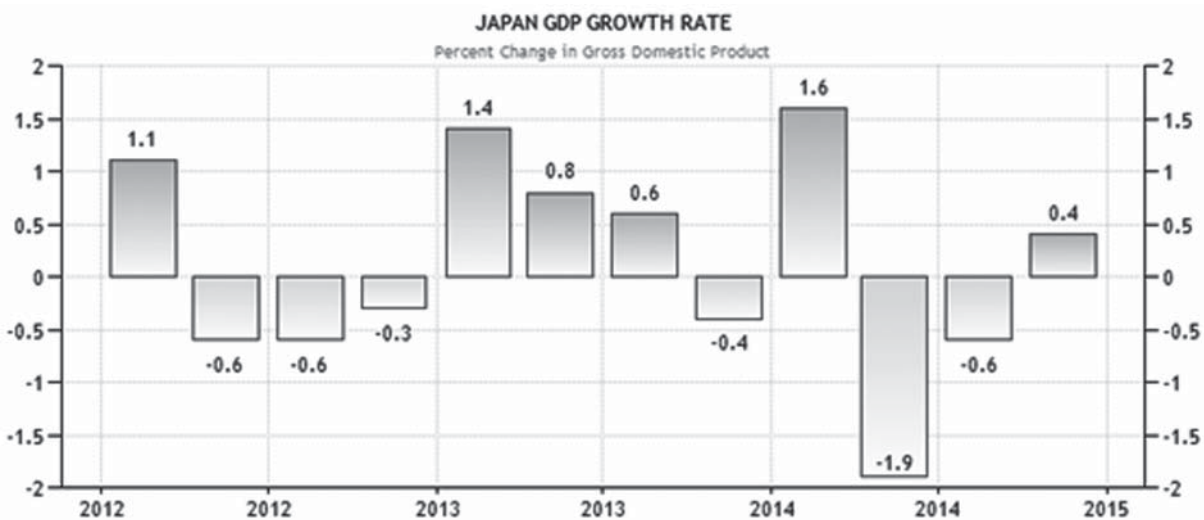


Fig. 4

Conclusion

This study is based on corporate sector and analysis the GDP of various Countries. The performance of countries in India is gradually increased when compare to other countries.

FINANCIAL INCLUSION THROUGH PRADHAN MANTRI JAN-DHAN YOJANA

Suman. P.M¹

Dr. M.Subramanyam²

Abstract

Financial inclusion is the delivery of financial services at affordable costs to sections of disadvantaged and low income segments of society, those who have no access to the typed of banking namely savings, deposits account, remittance, insurance, pension in an affordable manner, in contrast to inclusive financing where those service are not available or affordable. The efforts to include the financially excluded segments of the society into formal financial system in India are not the efforts need to be covered so as to cover the financial inclusion is an innovative concept which enables the alternative techniques to promote the banking habits, acts as enables in reducing the poverty and economic empowerment. The prime minister announced Jan Dhan Yojana in India. The scheme not only limited to opening of Bank Account, every household would gain access to banking and credit facilities. This will enable them to come out the grip of money lenders. The PMJDY scheme has been started with target to provide 'Universal access to banking facilities' Starting with "Basic saving Bank Account", this would expand the poor's access to credit and there by positively affect well being, confidence of decision making, and trust in carrying economic activities. Further Insurance coverage of 1 lakh rupees would help poor account holders to mitigate risk and manage shocks. This effort will certainly go a long way in promoting economic growth and reducing poverty, while mitigating systematic risk and maintaining financial stability. The present paper is an attempt to discuss the recent trends in financial inclusion in India through progress PMJDY.

Key words: Financial Inclusion, PMJDY, Financial Services, Financial stability.

Introduction

The Pradhan Mantri Jan Dhan Yojana (PMJDY) is the NDA government's National Mission for financial inclusion scheme. Under the PMJDY, the government aims to provide basic financial services such as bank accounts and debit cards to all the citizens of India. The PMJDY is meant to be the launch vehicle of economic streamlining and will provide the masses access to a host of financial services including bank deposit accounts, Remittance, credit, insurance and pension in an affordable manner. GOI lays special emphasis on financial inclusion of citizens as it is crucial to poverty reduction. A scheme to empower citizen financially was highly needed so that everyone came reap the benefits of growth and development.

The PMJDY is the biggest recent development in Indian banking sector which was launched on 28th Aug 2014 with the aim of achieving financial inclusion by ensuring universal access to banking facilities with at least one basic banking account for every household. The main motto is - "Mera Khata - Bhagya Vidhaata". Securing subsidies, overdraft facilities, and pension schemes for the poorer sections of Indian society are listed among the long term goals of the scheme. The aim is to cover 7.5 crore households (15 crore bank accounts) by the year 2018. But it has reached 16.27 crore account on

26-12-2015, it proofs Guinness Book of World records also recognised the achievements made under PMJDY. The PMJDY came up as PM Modi's solution to extend such financial services to the entire country and the Yojana's main focus areas are creating awareness regarding account opening among all households in rural and urban areas, it bring freedom from financial Untouchability and financial literacy.

History of Financial Inclusion:

Everyone has right to easy access financial services at an affordable price. But in India, low income people and rural people are unable to use financial services. It further exaggerates the problem of social equilibrium and deprives the weaker sections of their rights. In order to lift poor's from poverty, there is need to provide easy accessibility of financial inclusion at affordable price. Financial inclusion is the process of widening the reach of financial service to include weaker segment of society so that they get opportunity to uplift them. The financial services include both basic services such as saving account and new augmented services such as mobile banking, credit cards, ATM, Insurance etc.

Financial Inclusion in India:

The concept first mooted by the reserve Bank of India in 2005 and branchless banking through Banking agents

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called 'Bank Mitra' (Business correspondents) was started in the year 2006. It has been defined, by the committee on financial inclusion, 2008 as the process of ensuring access to financial services and timely and adequate credit where needed by vulnerable groups such as weaker sections and low income groups at an affordable cost. It primarily represents access to affordable credit and payment system.

Importance of Financial Inclusion:

Financial Inclusion, more particularly when promoted in the wider context of economic inclusion, can uplift financial conditions and improve the standards of life of the poor and disadvantaged. Access to affordable financial services would lead to increasing economic activities and employment opportunities for rural households with a possible multiple effects on the economy. It could enable a higher disposable income in the hands of rural households leading to greater savings and a wider deposits base for banks and other financial institutions.

It will enable the government to provide development benefits and subsidies directly to the beneficiary bank accounts, thereby drastically reducing leakages and pilferages in social welfare schemes. Thus, financial inclusion could be an instrument to provide monetary fuel for economic growth and is critical for achieving inclusive growth.

Financial Inclusion: Current status

Despite various measures for financial inclusion, poverty and exclusion continue to dominate socio-economic and political disclosure in India even after six decades of post economic independence era. Though economy has shown impressive growth during post liberalisation era of 1991, impact is yet to percolate to all sections of the society. Data from census, 2011 estimates the only 58.7 percent of households have access to banking services. As on 31.3.2014 the banking network of the country comprise of a bank branch network of 1,15,082 and an ATM network of 1,60,055 of these, 43,962 branches (38.2 percent) and 23,334 ATMs (14.58 percent) are in rural areas. The present banking network of the country as on 31.3.2015 the number account open is 17.28 crore, out of which 10.44 crore from rural area and 6.84 crore from urban area.

Availability of Banking Services:

The Statistics shows that there is substantial progress towards opening of accounts providing basic banking services during the recent years as indicated above. However, it is essential that all the sections (urban and Rural) be financially included in order to have financial stability and sustainability of the economic and social order. Access to formal financial institutions has improved

and Guinness world records recognise the achievements under PMJDY but thousands of village (hilly, tribal and difficult areas) still lack a bank branch. Thus the need for financial inclusion is beyond question.

Implementation of Pradhan Mantri Jan-Dhan Yojana (PMJDY) in Mission Mode:

“Out coming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life. While poverty persists, there is no true freedom”

- Late Nelson Mandela.

PMJDY is a National Mission for financial Inclusion. On 15th Aug 2014 Prime Minister Sree Narendra Modi announced this scheme. The task is gigantic and is a National priority. It has an ambitious objective of covering to open bank account of each household across the country especially from rural and remote areas with banking sector. Every household would gain access to banking and credit facilities with open a bank Account. This will enable them to come out of the grip of moneylenders and benefits from range of financial products. This scheme is not only limited to opening of a bank account but has other benefits with it viz zero balance bank account with Repay debit card, overdraft facility, in addition to accidental insurance cover of 1 lakh those who open accounts by Jan 26, 2015 over and Rs.30000 life any bank branch or business correspondent outlet. PMJDY accounts are being opened with zero balance. However he/she wishes to get cheque book, account holder will have to fulfil minimum balance criteria.

PMJDY to be Achieved by 14th August 2018 in Two Phases:

- 1) *First phase:* Aug 15, 2014 to Aug 14, 2015 this focuses on the followings.
 - a. Every account holder will receive a Rupay debit card and will be able to use basic mobile banking services, such as balance enquiry.
 - b. Every account holder under the scheme will get an accident insurance cover of one lakh. Bank account opened (between 28 Aug 2014 and 26 Jan 2015) would also get life insurance cover worth Rupees 30,000.
 - c. Those account holder also eligible for overdraft facility of Rs.5000 based on performance during first six months.
 - d. Financial Literacy Programme.
- 2) *Second Phase:* Aug 15, 2015 to Aug 14, 2018
 - a. Creation of credit Guarantee fund for coverage of default in accounts with overdraft limit up to Rs.5000/-
 - b. Micro Insurance.

c. Unorganised sector pension scheme like swavalamban.

Moreover, this phase would focus on coverage of remaining adults in the households and students. (Sir Biswajit Paul, 2015)

Special Benefits Under PMJDY Scheme:

- The Government of India on 28th of August launched a new scheme named Jan Dhan Yojana, under this scheme the Government of India led by Prime minister of India dreams to see every Indian household having a bank account opened. Every person opening an account under this PMJDY scheme will be getting a new Zero balance account. This account is a special account and hence account holder would not be required to keep a minimum balance in account.
- A Minor is a person who has not attained an age of 18, to open a minor account under PMJDY; the child should be above 10 years in age. She/he needs to have a guardian up to 18 years.
- Easy transfer of money across India.
- Overdraft facility will be permitted, after satisfactory of operation of account for first six months. It is available in only one account per household, preferably lady of the household. Thus this will allow the common man of India to take a credit of Rs.5000 from the government of India; this can only be done if the account holder keeps the account active for a period of 6 months.
- Under this scheme one will be gaining his life cover insurance which every account holder under this scheme is to it. Every account holder will get a life cover of worth Rs.30000.
- Every account holder will be given a new Rupay debit card. This debit card comes along with a special accidental cover of rupees 1 lakh.
- Under this scheme one who opens an account is considered as saving bank account holder. He will be getting interest on his credit balance (savings amount).
- Later under this scheme some areas will also get a pension scheme for the elder lies.
- Beneficiaries of Government scheme will get direct benefit transfer in these accounts.
- Easy documentation, If Aadhar card/Number is available then no other document is required. If address has changed, then self certification of current address is sufficient.
- Under PMJDY the government of India is changing the face of India as many more ATMs are planned to be built as more number of debit card users are being made. It is a major step of taken by bank to every village.

- The few changing steps include the evolution of mobile banking under this scheme. The mobile banking will be available for smart phone users.
- Lastly by allowing direct money transfer into bank account, the scheme is likely to cut-down corruption. And providing Debit cards also promotes savings.

Objectives:

1. To examine the progress of Financial Inclusion in India.
2. To get a clear understanding of PMJDY including latest modified terms and conditions and its progress.
3. To list out the probable factors of PMJDY and Recommendations.

Methodology:

The Present paper is primarily based on secondary sources of data consisting of governmental publication, research articles published in journal RBI reports and information available on websites.

Features of the PMJDY Account:

All accounts opened under the PM Jan Dhan Yojana will be zero-balance accounts and shall be linked to RuPay debit cards. For opening these accounts, the prospective account holder need not comply with stringent Know Your Customer (KYC) norms but will only need to provide a photograph and a signature/thumb impression specimen. In a bank account opened under the scheme the total deposits must not exceeding Rs 100000 in a year. The total withdrawals may not be over Rs 10000 a month and the account balance should not exceed Rs 50000. The account shall remain active for a period of 12 month within which the account holder must furnish proof of application for a valid identification document such as an Aadhar card or a PAN. In such a case the account will be allowed to exist for another year.

The account holders are provided free accident insurance coverage of Rs 1 lakh as well. All account holders who open accounts before 26 January 2015 will also be provided a life insurance coverage amounting to about Rs 30,000. After about 6 months of the account opening, an overdraft facility of about Rs 5000 shall be allowed. The provision of RuPay debit cards shall promote savings.

Mission Mode Objective's is Based on the Following Six Pillars:

PMJDY to be executed in the mission mode envisages a provision of affordable financial services to all citizens within a reasonable distance. It is based on the following six pillars are:

1. *Universal access to Banking facility.*

This is one of the main aim of the country, It will be divided into a number of sub-service areas (SSA), each with 1000-1500 households. (Divyesh kumar 2014) One banking outlet (branch or Bank Mitra) will

be established in distance of 5 K.M from every SSA by Aug 2015. Technological services like internet connectivity mobile telephone services etc, will be key element for effective financial inclusion.

2. Providing Basic Bank Account:

The efforts would be to first cover all uncovered households with banking facilities, by opening basic Bank accounts. Account holder would be provided a Rupay debit card and overdraft facility.

3. Financial Literacy Program:

Financial Literacy would be an integral part of the mission in order to let the beneficiaries make best use of the financial services being made available to them. Now launching of awareness campaigns especially through mobile is to educate people about the benefits available to them through these accounts.

4. Credit Guarantee fund:

Creation of Guarantee fund would be to cover the defaults in overdraft accounts. The Creation Guarantee fund will give a security to banks to provide old credit and will be in discipline in the monitoring mechanism.

5. Micro Insurance:

Micro Insurance policy is provided under this scheme for the coverage economically vulnerable sections of the society. This facility will be available in the form of health insurance, personal accident and insurance of house, livestock, and tools. The 'Bank Mitra' will be key factor offering micro insurance policies in order to cover the rest of the beneficiaries.

6. Unorganised sector pension scheme:

Pension payment under the swavalamban yojana scheme for workers in the unorganised sector will be paid through bank accounts by Aug 2018. In encourage them to save income on their own for their old age.

Why is this Scheme Important?

In India about 42% of the population resist to access formal financial institutions such as a bank and is not part of the country's banking system. This population depends on local money lenders for loans which are often given at exorbitant interest rates and unfair terms. Without access to basic bank account, facilities such as insurance cover and debit cards remain a far cry to this section of the population. The PMJDY is set to change the scenario. Bank accounts for all may solve this problem easy access to the banking system can materially lift India's economic prosperity. Financial accessibility as promised by the PMJDY would certainly help generate higher savings. If Bank accounts become the norm, it will also be easier for the Government to directly pay all subsidies into the account of the poor, instead of dispensing them through the vast leaky network Government agencies.

The PMJDY promises on overdraft or credit facility, this would expand the poor's access to credit, and there by positively affect well being confidence of decision making and trust in carrying economic activities. Further Insurance coverage of Rs.1 lakh would help poor account holders to mitigate risk and manage shocks. Prime Minister Narendra Modi today launched his government's mega scheme 'Jan Dhan Yojana', declaring that it was aimed at eradicating financial untouchability by providing bank accounts to the poor.

Progress of PMJDY:

PMJDY 2014 is a comprehensive financial inclusion Programme, targeting opening 7.5 crore new accounts with in five months with insurance and pension facilities.

The following table shows the progress of PMJDY.

1. Number of account opened in PMJDY:

Pradhan Mantri Jan-Dhan Yojana (Accounts Opened as on 16.12.2015) (Table - 1)

(All Figures in Crores)

Table - 1

Bank	No of accounts			Number of Rupay Debit Cards	Balance in Accounts	No. of Accounts with Zero Balance
	Urban	Rural	Total			
Public Sector Banks	6.86	8.48	15.34	13.54	222016.41	30.40
Regional Rural Banks	0.50	3.02	3.53	2.55	4847.58	30.83
Private Banks	0.29	0.44	0.73	0.65	1148.39	40.83
Total	7.66	11.95	19.60	16.73	28012.38	33.21

Source: www.pmjdy.gov.in and by different banks.

Table 1 shows that total of 19.60 crores accounts have been opened till 16 /12/2015. Maximum accounts have been opened in public sector banks (15.34 crores) under PMJDY. Public sector banks have opened 8.48 crores accounts in Rural area and 6.86 crore accounts in urban area. Private sector banks have opened 0.44 crore accounts in rural

area and 0.29 crore accounts in urban area under PMJDY. Regional Rural bank have opened 3.02 crore accounts in Rural area and 0.50 crore in urban areas and total of 19.60 crore accounts have been opened by RRB under PMJDY. This scheme has been started with target to provide 'universal and clear access to banking facilities' starting with "Basic Banking Accounts" with overdraft facility of Rs.5000 after 6 months and Rupay debit card within built accident insurance covers of Rs.1 lakh and Rupay kisan. During the PMJDY campaign period, almost 19 crore accounts were opened by the banking industry, over 67% of such accounts opened in Rural area.

Positions of overdraft:

Over draft means, draw excess amount than credit balance shown in the account. This facility available only to Business person who opened current account opened. Generally it is not available to saving bank account holder. But in PMJDY the overdraft facility provided to account opening under this scheme. The main purpose is general purpose loan to provide hassle free credit to low income group/underprivileged customer to meet their exigencies without insistence on security. The credit amount of Rs.5000 will be increased to Rs.15000 once the repayment of the loan done on time. The time of repayment of amount is also extended by bank. This will be great help for the people of India to prosper as the money will be available for them.

Report on overdraft (sanctioned/Disbursed) under PMJDY as on 27.11.2015

Table - 2

Total accounts offered for OD	4681128
Total number accounts OD sanctioned	2419521
Total number accounts OD availed	937460
Amount total OD availed (in Lakhs)	Rs.13131.19

Source: www.PMJDY.gov.in

Position of Bank Mitra infrastructure as on 26.12.2015.

Table - 3 : Bank Mitra s' are employed in places where Banks do not have branches.

Bank Name	No. of SSA allotted Rural(a)	Total No. of Bank mitra reqd.	SSA covered through fixed location (b)	SSA covered through Branches (c)	Un-covered a-(b+c)	No. of location uncovered due to connectivity	No. of active Bank mitra doing transaction	Rupay card issued	No. of device capable under AEPS transaction
Public sector Banks	106782	88085	87882	18697	203	80047	78557	23228	82849
Regional Rural Bank	48719	35259	34668	13460	591	28461	15095	6915	19863
Private sector Bank	4419	3489	3489	930	0	2335	1911	1984	2263
Total	159920	126833	126039	33087	794	110843	95563	32127	104975

Source: www.PMJDY.gov.in

Trend of zero balance account under PMJDY(all figures in percentage)

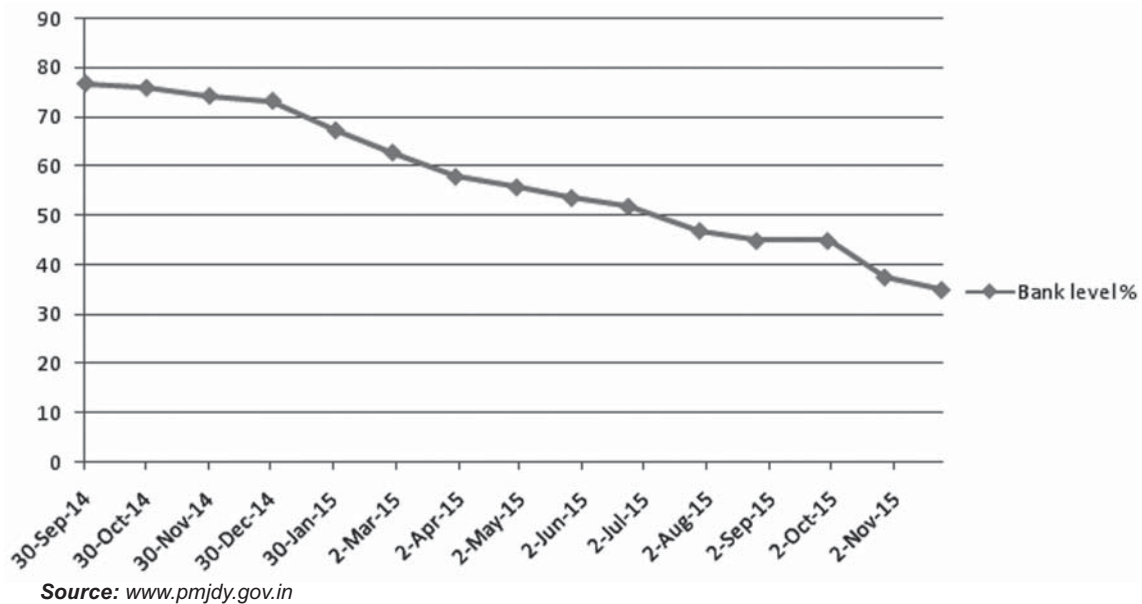


Fig. 1

The trend of zero balance accounts under PMJDY on sep 2014 it shows 76% and it has been gradually reduced from time to time, it reaches only 34.98% on 25th Nov 2015. All accounts opened under the PM Jan Dhan Yojan will be zero-balance accounts and shall be linked to RuPay debit cards. For opening these accounts, the prospective account holder need not comply with stringent Know Your Customer (KYC) norms but will only need to provide a photograph and a signature/thumb impression specimen. In a bank account opened under the scheme the total deposits must not exceeding Rs 100000 in a year. The total withdrawals may not be over Rs 10000 a month and the account balance should not exceed Rs 50000. The account shall remain active for a period of 12 month within which the account holder must furnish proof of application for a valid identification document such as an Aadhar card or a PAN. In such a case the account will be allowed to exist for another year. The overdraft facility provided based on first six months performance. So account holder keeping this information they have made transaction through their bank account.

Probable of PMJDY:

1. Chances of existing account holders opening additional accounts under this scheme is probably high- Because no check on new account However, the quality of the account opened is low.
2. Government can easily motivate people to open new account but biggest challenge is increasing transactions in those accounts.
3. ATM network in Rural areas is less hence people are less of using ATM's. Difficulties in using technology by rural people.
4. No clarity about non recovery of overdraft and
5. It is not enough to open an account, people also need easy and reliable access to the bank.
6. Questionable viability of banking, insurance account

Recommendations:

- ATM counter are to be geographically decentralized based on population density.
- *Financial activities:* Large number of accounts being opened under this scheme but there usage remains negligible. This is a need to increase the transactions in these accounts. So it will benefit to people and Bank.
- *Periodic training:* awareness programme and introducing financial product could be intimated for the customer by the banks about use of different modern techniques of operations.
- *Education:* In rural areas people are not aware to use any technologies like debit card, ATMs etc. They should be educated, so that they can use these technologies and involve more in banking accounts.

- *More involvement of banks:* The government should make policies and guidelines for more involvement of banks to deliver financial solutions to the poor and cover the unbanked area.
- *Business correspondence:* The banks should recruit their business correspondence from local areas because people from local areas are more understanding to the local people and the banks who recruit local people recover more loans other banks.
- One research and development section should be maintained to analysis the data from time to time.
- Properly give training to 'Bank Mitra' to conduct their duties to reach all households.
- Government encourage increasing private banks participation in rural areas.

Conclusion:

This Scheme is different from previous schemes to provide organised access to credit to Rural and urban poor. Earlier programme had no focus on individual households. The present PMJDY has addressed all the existing and possible deficiencies. It can be concluded that PMJDY is a good initiative started by Government. This programme is in true sense one of the poverty alleviation through cultivating saving habit by link the poor or weaker section of the society to the bank or formal source of finance. It will uplift the poor people from poverty and decrease the inequality in the society. Hence this is the mission to eradicate poverty through financial inclusion programme. The poor and the underprivileged people in rural, semi-urban and urban areas are expected to get all the benefits such as financial inclusion and stability.

This new scheme will surely prove to be a good step towards uniting the country together and moving in the correct direction of economic stability which is necessary for country to prosper. It will give the favourable push to the growth of Indian economy.

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ERGONOMICS: AN ENHANCEMENT CATALYST TOWARDS TECHNOLOGY IN HUMAN RESOURCE DEVELOPMENT (HRD)

Dhruv Rana¹

Abstract

The word "Ergonomics" comes from the Greek "Ergon" meaning work and "Nomos" which means law. Therefore, etymologically, this is the science of work. The term has been used historically in the European tradition. In the American tradition one finds the term "Human Factor Engineering" to refer to the same issues, so both terms can be now considered as synonyms and are used interchangeably. Some of the other terms can also be highlighted as human factor society founded in Tulsa (Oklahoma) in 1957 now called the "Human Factor and Ergonomics Society" (HFES). Another term which is often used in the same context is "Engineering psychology"

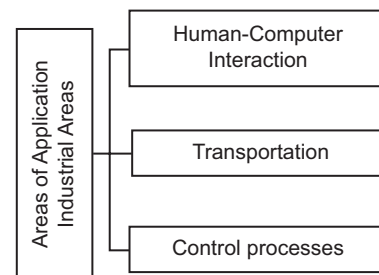
Introduction

In its triennial report, the International Ergonomics Association (IEA, 2000) defined ergonomics as the scientific discipline that deals with understanding the interaction between humans and other elements of a socio-technical system. In this definition, ergonomics is the profession that applies theory, principles, data and design methods to optimize human well-being and the overall performance of a system. It is in particular responsible for the design and evaluation of tasks, jobs, products, environments and systems to make them compatible with the abilities, needs and limitations of people.

The word "Ergonomics" comes from the Greek "Ergon" meaning work and "Nomos" which means law. Therefore, etymologically, this is the science of work. The term has been used historically in the European tradition. In the American tradition one finds the term "Human Factor Engineering" to refer to the same issues, so both terms can be now considered as synonyms and are used interchangeably. Some of the other terms can also be highlighted as human factor society founded in Tulsa (Oklahoma) in 1957 now called the "Human Factor and Ergonomics Society" (HFES). Another term which is often used in the same context is "Engineering psychology" (Wickens & Hollands, 2000).

Ergonomists (with many applied psychologists among them) are in a permanent search for comprehensive approaches in which physical, cognitive, social and environmental aspects of human activities can be considered. Although ergonomists often work on different economic sectors or particular tasks, these application domains are constantly evolving, creating new ones and changing the perspective of the old ones. Accordingly, one can recognize today four main domains of expertise

crucial for investigating interaction between humans and socio-technical systems.



Correlation between Ergonomics, Human Resource Development and Technology:

Ergonomics is one such field of study that emphasizes the work-motion of every individual at work place. In contrast other terms relating to ergonomics include work study, motion study, and time study.

Ergonomics (or human factors) is the scientific discipline concerned with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data and methods to design in order to optimize human well-being and overall system performance. Ergonomics being an important component of HRD, also ergonomics and Human Resources Management are important not just from the methodological perspective; it is necessary to analyse its impact on the organization. So, in this context we could say that ergonomics contributes to the development of Human Resources Management in many ways. Therefore, ergonomics must become one of the major interests of the managers.

¹. Research scholar

Technological innovation in the field of Ergonomics

The concept of “user-centred design” was developed during the 1980’s in the design of technologies (Norman, 1986). Until then, system design issues were driven mainly by technological innovations. User-centred design aims at describing the human being who interacts with the system from the viewpoint of cognitive science.

This paradigm has led to the establishment of usability research that has contributed greatly to the effectiveness, efficiency and satisfaction of users in their interaction with the technologies and to a better interaction between users through technology (Holzinger, 2005). However, one can at present witness a paradigm shift in the interaction that requires a change in how to understand and to evaluate usability. The change is motivated by the design of new applications and services under the influence of increasingly fast convergence of nano-, bio- and information technologies with cognitive science (see, e.g., NBIC-Report, 2006). This new development has several features that force cognitive ergonomists to re-think the concept of interaction. Those features are, first of all, that applications are designed to be used in intelligent and mobile environments.

Domains of Ergonomics

During the last years, ergonomics became one of the reference domains in the managerial theory and practice. Ergonomics is a major component of the human resources management and also, it is an important factor of performances. Ergonomics is the link between efficiency, effectiveness, security and health and in this context it is necessary to approach the ergonomics and its impact on the process of the organizational development and on the employees. So altogether ergonomics plays a vital role in each segment of an individual, corporate (National-multinational) as well as global level. Various Domains of ergonomics have been highlighted as;

- **Physical Ergonomics** deals with the anatomical, anthropometric, physiological and Biomechanical parameters in static and dynamic physical work. Among the main topics are the physical postures that people adopt when they are working, fatigue and other problems associated with handling physical and musculo-skeletal tasks associated with physical efforts.
- **Cognitive Ergonomics** is a sub-discipline of ergonomics that studies the cognitive processes at work with an emphasis on an understanding of the situation and on supporting reliable, effective and satisfactory performance. This approach addresses problems such as attention distribution, decision making, formation of learning skills, usability of human-computer systems, cognitive aspects of mental load, stress and human errors at work.

- **Neuroergonomics** is a relatively new development which involves the application of more in-depth neurophysiological methods such as brain imaging techniques. This advanced methodology can be used for evaluating the customers’ preferences for one or another design of human-computer interfaces or for a particular version of industrial products (this latter task is sometimes related to the field of “neuromarketing”).
- **Social or Organizational Ergonomics** deals with the optimization of sociotechnical work systems, including their structures, policies and organizational processes. Thus, ergonomists are often involved into the social design of communication systems, interaction routines within the working groups, times and shifts schedules in a company, and other related issues.

HF & E Organizations, Practitioners & Methodologies:

Formed in 1946 in the UK, the oldest professional body for human factors specialists and ergonomists is The Chartered Institute of Ergonomics and Human Factors, formally known as *The Ergonomics Society*.

The Human Factors and Ergonomics Society (HFES) was founded in 1957. The Society’s mission is to promote the discovery and exchange of knowledge concerning the characteristics of human beings that are applicable to the design of systems and devices of all kinds.

The International Ergonomics Association (IEA) is a federation of ergonomics and human factors societies from around the world. The mission of the IEA is to elaborate and advance ergonomics science and practice, and to improve the quality of life by expanding its scope of application and contribution to society. As of September 2008, the International Ergonomics Association has 46 federated societies and 2 affiliated societies.

principles. It is one of the most influential organizations with respect to Ergonomics work in automotive design. This society regularly holds conferences which address topics spanning all aspects of Human Factors/ Ergonomics.

Practitioners

Practitioners of ergonomics and ergonomists contribute to the design and evaluation of tasks, jobs, products, environments and systems in order to make them compatible with the needs, abilities and limitations of people.

Human factors practitioners come from a variety of backgrounds, though predominantly they are psychologists (from the various subfields of industrial and organizational psychology, engineering psychology, cognitive psychology, perceptual psychology, applied psychology, and experimental

psychology) and physiologists. Designers (industrial, interaction, and graphic), anthropologists, technical communication scholars and computer scientists also contribute.

Typically, an ergonomist will have an undergraduate degree in psychology, engineering, design or health sciences, and usually a master's degree or doctoral degree in a related discipline. Though some practitioners enter the field of human factors from other disciplines, both M.S. and PhD degrees in Human Factors Engineering are available from several universities worldwide.

Methods

- **Ethnographic analysis:** Using methods derived from ethnography, this process focuses on observing the uses of technology in a practical environment. It is a qualitative and observational method that focuses on “real-world” experience and pressures, and the usage of technology or environments in the workplace. The process is best used early in the design process.
- **Iterative design:** Also known as prototyping, the iterative design process seeks to involve users at several stages of design, in order to correct problems as they emerge. As prototypes emerge from the design process, these are subjected to other forms of analysis as outlined in this article, and the results are then taken and incorporated into the new design. Trends amongst users are analysed, and products redesigned. This can become a costly process, and needs to be done as soon as possible in the design process before designs become too concrete.
- **Meta-analysis:** A supplementary technique used to examine a wide body of already existing data or literature in order to derive trends or form hypotheses in order to aid design decisions. As part of a literature survey, a meta-analysis can be performed in order to discern a collective trend from individual variables.
- **Subjects-in-tandem:** Two subjects are asked to work concurrently on a series of tasks while vocalizing their analytical observations. The technique is also known as “Co-Discovery” as participants tend to feed off of each other’s comments to generate a richer set of observations than is often possible with the participants separately. This is observed by the researcher, and can be used to discover usability difficulties
- **Surveys and Questionnaires:** A commonly used technique outside of Human Factors as well, surveys and questionnaires have an advantage in that they can be administered to a large group of people for relatively low cost, enabling the researcher to gain a large amount of data.
- **Task analysis:** A process with roots in activity theory, task analysis is a way of systematically describing human interaction with a system or process to understand how to match the demands of the system or process to human capabilities. The complexity of this process is generally proportional to the complexity of the task being analysed, and so can vary in cost and time involvement. It is a qualitative and observational process.
- **“Wizard of Oz”:** This is a comparatively uncommon technique but has seen some use in mobile devices. Based upon the Wizard of Oz experiment, this technique involves an operator who remotely controls the operation of a device in order to imitate the response of an actual computer program. It has the advantage of producing a highly changeable set of reactions, but can be quite costly and difficult to undertake.
- **Methods Analysis** is the process of studying the tasks a worker completes using a step-by-step investigation. Each task is broken down into smaller steps until each motion the worker performs is described. Doing so enables you to see exactly where repetitive or straining tasks occur.
- **Time studies** determine the time required for a worker to complete each task. Time studies are often used to analyse cyclical jobs. They are considered “event based” studies because time measurements are triggered by the occurrence of predetermined events.
- **Work sampling** is a method in which the job is sampled at random intervals to determine the proportion of total time spent on a particular task. It provides insight into how often workers are performing tasks which might cause strain on their bodies.
- **Predetermined time systems** are methods for analyzing the time spent by workers on a particular task.
- **High Integration of Technology, Organization, and People (HITOP):** This is a manual procedure done step-by-step to apply technological change to the workplace. It allows managers to be more aware of the human and organizational aspects of their technology plans, allowing them to efficiently integrate technology in these contexts.

Advantages of Ergonomics on your Organization

1. **Ergonomics reduces costs.** By systematically reducing ergonomic risk factors, you can prevent costly MSDs. With approximately \$1 out of every \$3 in workers compensation costs attributed to MSDs, this represents an opportunity for significant cost savings. Also, don't forget that indirect costs can be up to twenty times the direct cost of an injury.

2. **Ergonomics improves productivity.** The best ergonomic solutions will often improve productivity. By designing a job to allow for good posture, less exertion, fewer motions and better heights and reaches, the workstation becomes more efficient.
3. **Ergonomics improves quality.** Poor ergonomics leads to frustrated and fatigued workers that don't do their best work. When the job task is too physically taxing on the worker, they may not perform their job like they were trained. For example, an employee might not fasten a screw tight enough due to a high force requirement which could create a product quality issue.
4. **Ergonomics improves employee engagement.** Employees notice when the company is putting forth their best efforts to ensure their health and safety. If an employee does not experience fatigue and discomfort during their workday, it can reduce turnover, decrease absenteeism, improve morale and increase employee involvement.
5. **Ergonomics creates a better safety culture.** Ergonomics shows your company's commitment to safety and health as a core value. The cumulative effect of the previous four benefits of ergonomics is a stronger safety culture for your company. Healthy employees are your most valuable asset; creating and fostering the safety & health culture at your company will lead to better human performance for your organization.

Value of Ergonomics to your Organization:

In the context of workplace health and safety initiatives, ergonomics remains a priority issue being addressed by employers today. Supporting a productive, injury free staff means equipping them with the necessary ergonomic components that are adjustable and designed to accommodate the wide range of body sizes and shapes that comprise today's workforce. To ensure a healthy safe, and productive staff, ergonomists recommend the implementation of these 10 ergonomic solutions:

How can ergonomics and human factors improve health and safety?

Applying ergonomics to the workplace can:

- Reduce the potential for accidents;
- Reduce the potential for injury and ill health;
- Improve performance and productivity

Taking account of ergonomics and human factors can reduce the likelihood of an accident. For example, in the design of control panels, consider:

- The location of switches and buttons – switches that could be accidentally knocked on or off might start the wrong sequence of events that could lead to an accident;

- Expectations of signals and controls – most people interpret green to indicate a safe condition. If a green light is used to indicate a 'warning or dangerous state' it may be ignored or overlooked;
- Information overload – if a worker is given too much information they may become confused, make mistakes, or panic. In hazardous industries, incorrect decisions or mistaken actions have had catastrophic results.

What kind of workplace problems can ergonomics and human factors solve?

Ergonomics is typically known for solving physical problems. For example, ensuring that emergency stop buttons are positioned so that people can reach them readily when they need to. But ergonomics also deals with psychological and social aspects of the person and their work. For example, a workload that is too high or too low, unclear tasks, time pressures, inadequate training, and poor support from managers can all have negative effects on people and the work they do.

The following examples highlight some 'typical' ergonomic problems found in the workplace:

Design of tasks

- Work demands are too high or too low.
- The employee has little say in how they organise their work.
- Badly designed machinery guards (awkward to use or requiring additional effort) slow down the work.
- Conflicting demands, e.g. high productivity and quality.

These problems can lead to employees failing to follow procedures or removing guards, causing accidents, injury and ill health.

Manual handling

- The load is too heavy and/or bulky, placing unreasonable demands on the person.
- The load has to be lifted from the floor and/or above the shoulders.
- The job involves frequent repetitive lifting.
- The job requires awkward postures, such as bending or twisting.
- The load can't be gripped properly.
- The job is performed on uneven, wet, or sloping floor surfaces.
- The job is performed under time pressures and doesn't include enough rest breaks.

These problems may lead to physical injuries, such as low back pain or injury to the arms, hands, or fingers. They may also contribute to the risk of slips, trips, and falls.

Workstation layout

- Items that are used frequently are out of convenient reach.
- Inadequate space under work surface for legs.
- Work surface height inappropriate for the tasks causing awkward and uncomfortable postures.
- Lighting inadequate causing eyestrain when inspecting detail on work items
- Chair not properly adjusted to fit the person and workstation.

Managing the working day

- Not enough recovery time between shifts.
- Poor scheduling of shifts
- Juggling shifts with domestic responsibilities.
- Employees working excessive overtime.

These problems may lead to tiredness or exhaustion, which can increase the likelihood of accidents and ill health.

Conclusion

As the paper consists of Ergonomics in technological enhancements on HRD it helps towards the enhancement of the productivity as well as providing comfort to each and every individual at the work place thereby preventing loss or damage or the resources used in and out of the organisation. This enables the workers to work at a faster pace and also leads towards the enhancement of the corporate as well as an individual as a whole. In nutshell Ergonomics can be called as the backbone of every business organisation in the corporate world.

THE LEADERSHIP OF ENTREPRENEUR IN FISHING INDUSTRY IN TAMILNADU

Dr. A.Vallimmai¹

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Abstract

The study of fisheries economics can be approached from different perspectives, right from the socio-economic conditions of different sections of fishers folk, to cost-benefit analysis of different techniques of fishing and processing, mortaring, price spread and of late impact of globalization and marine fishing. Objective of the study to conserve resources: In this case the management system strives to limit pressure of fish stocks by restricting fishing activity (called Fishing effort), to help to maintain the activity of those who fish for a living and to sustain allied industries: Here socio-economic regulation is required and success has to be evaluated in terms of distribution of income and social harmony., To increase profitability: In this case, regulation occurs indirectly via market mechanisms (private acquisition of fishing rights, for example) success is measured by the resulting financial flows. Conclude the study good entrepreneurship is the pivot of any successful business. In fishing industry, as it is mostly their family occupation, new thinking and diversity in operational / marketing techniques seldom come forth. Despite mechanization, there is very little of cultural change among the fishing entrepreneurs, as the field is skill homogeneous and closed family- based and caste-centered. Emergence of new entrepreneurs from different socio-economic groups seems to be a quite remote possibility, given the well-kit social structure of fishing community be it non-mechanized catamaran owners or mechanized boat owners.

Introduction

Research in fisheries has not drawn the attention of many social scientists and even today it remains one of the least exploited areas. Social scientists are not making large contribution to the field of fisheries, particularly on the dimensions of socio economic profiles of fishing entrepreneurs, since the fishing is traditionally a self-employed profession; the entrepreneurship had not been fully recognized as a separate factor.

An entrepreneur changes the resources of production into products influencing the rate of economic growth of a nation. The high rate of economic growth strengthens the nation, provides a high standard of living to the people and also spills over to the betterment of the poor. The field of entrepreneurship not only in conceptualizing but also in theorizing entrepreneur as a key agent for development process.

The emergence of entrepreneurs in society. Depends to a great extent on the economic, social religious, cultural and psychological factors prevailing in the society. Generally the personality traits such as achievement motivation, risk taking, sense of efficacy and the urge for independence and recognition are some of the essential attributes of entrepreneurship, entrepreneurs are not only creative and innovative but also adaptable to and capable of assimilating modern values.

Fishing Industry

Entrepreneur

Each fisherman who is an owner of a mechanized boat is considered to be an “entrepreneur “in this study.

Fishing Trip

Mechanized boats take 36 hours per trip, which includes the time of starting from the shore again tin it reaches the shores again which is generally termed as “ Day Night Fishing”

Fish Catch

Quantum of fish harvested in each fishing trip is defined as “fish Catch”. In fisheries economics the term catch, landings and production are used almost synonymously.

Boat Capacity

Size of each boat (length in feet) is multiplied with its horse power for arriving boat capacity.

Investment

The total cost of construction for machined boat includes materials cost and labor cost the construct a mechanized boat of 40 feet size, the material cost for the construction amount to the Rs.1,61,600/-

Working Capital

Expenditure made on items like fuel, labour, food, village tax, ice and salt on each fishing trip is the working capital of the fishing industry.

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Productivity

- a) Per active fisherman productivity: Total catch in a particular fishing trip/ the number of fisherman actually engaged in fishing.
- b) Perception production: Total catch per year/ total population engaged in fishing directly (or) indirectly.
- c) Per craft productivity: Total catch per year/ total number of boats operated during the year.

Rate of Return.

From the sales turnover after deducting the total expenditure on each fishing trip is rate of return.

Decision Making

Fisherman entrepreneurs decide the route in the sea to be chosen, which depends upon the availability of fish, which vary season wise, the mesh size and gears. Particular varieties of fish are available only in particular seasons.

Risk Involved

When fishermen go for fishing there is no securing either for their life or boats.

Variation in Profit

Catch and price component is different for each entrepreneur it depends upon the catch (variety) and quantity (volume) from a particular trip.

Leadership in Fisheries Science and Management

Sean Cox is an Associate Professor at Simon Fraser University's School of Resource and Environmental Management. As a fisheries scientist focusing on aquatic conservation and management of human impacts on aquatic ecosystems, Sean's research develops quantitative fisheries stock assessment methods and field research to address issues in fisheries management such as

- i) Design and evaluation of management procedures for commercial ground fish, herring, and salmon fisheries;
- ii) Evaluating impacts of bottom-fishing gear on benthic marine ecosystems; and
- iii) The role of spatial processes in fish population dynamics, fisheries, and monitoring programs.

Sean frequently provides fishery assessment and management advice to Canadian federal and provincial fisheries agencies as well as several fishing industry associations, conservation groups, and eco-certification bodies.

First contracted in 2005 by the Canadian Sablefish Association (CSA) to conduct an independent review of the sablefish science program, Dr. Cox has been instrumental in leading the CSA in our pursuit of a

sustainable yet profitable fishery. He brought a fresh perspective on how fisheries science and management are integrated to create the management system, and how objectives were necessary in order to evaluate the system

Over the next five years Dr. Cox led an intense process which engaged both the CSA and DFO on a new path to develop fishery objectives and management procedures which evolved into the leading edge management strategy evaluation (MSE) process we have today. The MSE science-based management system for sablefish enables us to meet or exceed DFO sustainable fisheries policies as well as stand up to the scrutiny of ENGO's and stakeholders. This effort has also earned us the endorsement of major sustainability programs like Sea Choice, Ocean Wise and Seafood Watch. The BC Sablefish fishery has also enjoyed recognition for being at the forefront of fisheries science and management at several academic and industry conferences in recent years.

Since 2012 Dr. Cox has spearheaded bottom contact research that will map the ocean floor giving us the tools we need to properly assess the impacts of fishing. This new initiative reinforces the CSA's commitment to sustainability and allows us to pro-actively address rising worldwide attention on fishing gear impacts on ocean habitats.

Dr. Sean Cox on the Canadian Sablefish fishery

Maintaining healthy and productive fish stocks means putting long-term conservation ahead of short-term economic gains. This sounds nice in theory but it can be difficult to achieve in practice because it's not always clear when to choose conservation over economics. Our knowledge of the abundance, productivity, and conservation status of fish stocks can only be gained over time by intensive data gathering and analysis. In the meantime, we will always be uncertain about the consequences of harvesting decisions. Although such **uncertainty** is common to all fisheries, the unsustainable ones use it as justification for inaction or a business-as-usual approach. Sustainable fisheries, on the other hand, carefully consider the risks and consequences of alternative actions so that errors due to our ignorance do not leave the stock in unhealthy and unproductive states.

In developing the BC sablefish management system, we focus on sustainability as **a process, not a product**. Natural ecosystems like the northeast Pacific Ocean are highly dynamic, so we recognize that sustainability – as a product – is a moving target that we will likely never hit. On the other hand, a fishery management process that takes uncertainty into account with a primary goal of maintaining healthy and productive

stocks will remain sustainable regardless of the ups and downs that are characteristic of natural systems. For BC's sablefish fishery and the CSA, defining sustainability is not about putting words on a website. Instead, concrete investments and actions put the CSA among the world leaders in sustainable fisheries management.

Scope

The study of fisheries economics can be approached from different perspectives, right from the socio-economic conditions of different sections of fishers folk, to cost-benefit analysis of different techniques of fishing and processing, mortaring, price spread and of late impact of globalization and marine fishing.

The different management systems are by no means naturally exclusive, but are often complementary. They are rarely universally applied and must be must be applied and adopted to suit different situations.

Objectives

- To conserve resources: In this case the management system strives to limit pressure of fish stocks by restricting fishing activity (called Fishing effort)
- To help to maintain the activity of those who fish for a living and to sustain allied industries: Here socio-economic regulation is required and success has to be evaluated in terms of distribution of income and social harmony.
- To increase profitability: In this case, regulation occurs indirectly via market mechanisms (private acquisition of fishing rights, for example) success is measured by the resulting financial flows.

Methodology

This study is undertaken to understand the performance efficiency of fishing entrepreneurs owing mechanized boats in Tamilnadu.

Limitations

This study has covered only one district of Tamilnadu, and these findings may, with only limited validity, be generalized to macro level. Some of the data collected from the entrepreneurs may not be accurate and they may be subject to recall bias.

Analysis and Interpretation

Table - 1.1 : Marine fish production in india state wise from 2012-2013

S.NO	NAME OF THE STATE	Quantity	%	Rank
1	Andhra Pradesh	176.48	6.19	7
2	Goa	72.11	2.53	9
3	Gujarat	680.95	23.90	1
4	Karnataka	189.86	6.66	6
5	Kerala	583.34	20.47	2
6	Maharashtra	407.9	14.31	3
7	Orisa	133.46	4.68	8
8	Tamilnadu	373.00	13.09	4
9	West Bengal	192.05	6.78	5
10	Pondichery	39.62	1.39	10
	TOTAL	2848.77	100.00	

Source: Hand book of fisheries statistics 2011-2012, Government of India Ministry of Agriculture Department of Animal Husbandry and Dairying.

Table 1.1 explains the marine fish production in India. It given detail information of quantity of production percentage share in total. Production and also rams of each marine state from 2012-2013. It is clear that Gujarat is the domination state in India with regard to marine fish production.

TABLE - 1.2 : FISH CATCH-CRAFTWISE IN TAMILNADU – 2012 (Quantity in 000 tonnes)

S.NO	District	Mechanized	Quantity of Catch	Catch per Boat
1	Madras	896	15685	17.50
2	Changl pattu	11	8230	748.18
3	South Arcot	790	22802	28.86
4	Nagapattinam	2237	48660	21.75
5	Thanjavur	565	9530	16.86
6	Pudukottai	1115	35721	32.03
7	Ramanathapuram	2810	64248	22.86
8	VOC & Thirunelveli	715	45131	63.12
9	Kanyakumari	1596	13387	8.38
	TOTAL	10735	263394	959.54

Source: Fisheries statistics, Directorate of fisheries Government of Tamilnadu.

Table 1.2 Fish catch craft wise in Tamilnadu shows the efficiency of craft mechanized in each marine district. The efficiency of boats has been calculated for each district.

Findings

- The marine fish production in India. It given detail information of quantity of production percentage share in total. Production and also rams of each marine state from 2012-2013. It is clear that Gujarat is the domination state in India with regard to marine fish production.
- Fish catch craft wise in Tamilnadu shows the efficiency of craft mechanized in each marine district. The efficiency of boats has been calculated for each district.

Suggestions

The major problem faced by the fisherman entrepreneurs is to find resources for proper maintained and running expenses of the boat. Just like other assets, the boats also can be accepted as securities and the banks and other financial institutions can give loan, especially to meet their working capital requirements.

Marine fishing in the study area is almost negligible. Even the large sized entrepreneurs have not ventured into any innovate techniques or improvement of boat/gear.

Conclusion

Good entrepreneurship is the pivot of any successful business. In fishing industry, as it is mostly their family occupation, new thinking and diversity in operational / marketing techniques seldom come forth. Despite mechanization, there is very little of cultural change among the fishing entrepreneurs, as the field is skill homogeneous and closed family- based and caste-centered.

Emergence of new entrepreneurs from different socio-economic groups seems to be a quite remote possibility, given the well-kit social structure of fishing community be it non-mechanized catamaran owners or mechanized boat owners.

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PERCEPTION OF INVESTORS TOWARDS MUTUAL FUNDS-A STUDY

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Abstract

A mutual fund is trust that pools the savings of a numbers of investors who share a common financial goal. The money thus collected is then invested in capital market instruments such as shares, debentures, and other securities. The income earned through these investments and the capital appreciation realized is shared by its unit's holders in proportion to the number of units owned by them. Thus a Mutual Fund is the most suitable investment for the common man as it offers an opportunity to invest in a diversified, professionally managed basket of securities at a relatively low cost.

Introduction to Mutual Funds

Mutual fund is a pool of money, which is collected from many investors and invested by an asset management company to achieve some common objective of the investors. Thus, mutual fund is a collective investment process. An asset management company (AMC) collects many investors' money. It invests this money in various securities to generate returns for the investors. Investors get the returns after deducting the related expenses. If there is any loss, it would also be borne by the investors. An Asset Management Company manages the pool of money; therefore, it is also an indirect form of investment for investors. Mutual fund is a non-depository, non-banking financial intermediary that acts as an important vehicle for bringing wealth holders and deficit units together indirectly. (Pierce, James. L.)

A mutual fund is trust that pools the savings of a numbers of investors who share a common financial goal. The money thus collected is then invested in capital market instruments such as shares, debentures, and other securities. The income earned through these investments and the capital appreciation realized is shared by its unit's holders in proportion to the number of units owned by them. Thus a Mutual Fund is the most suitable investment for the common man as it offers an opportunity to invest in a diversified, professionally managed basket of securities at a relatively low cost.

Statement of Problem

In the minds of every common man investing in stock market is a very risky affair. Professional investment money mockery is the stock market. Therefore middle, poor class of people never use to visit the stock market individually for making investment. There was a need for the instrument where the entire above problem could be addressed. Hence mutual funds are introduced.

In mutual funds risk and returns are comfort and assured. Safety is guaranteed because investment domains are taken by Asset Management Companies (AMCs). However, perception of the investors towards investment in mutual funds plays a key role, hence this study.

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Background of Study

The Mutual fund industry till 1993 consisted only of those sponsored by Government owned commercial banks and financial institutions. The industry now been opened up for the Private Sector and several Private Financial companies have been permitted to start Mutual Funds, some of them already functioning efficiently with Good return. It is now necessary to assess the Perception of Investors towards Mutual Funds in Bangalore.

The study also enables to know what are the factor's the investor will consider about Mutual Funds and their response to present day transparent and efficient Indian Financial Services Marketing. An individual behaviour is often connected to his or her perception and may not be based on the actual or reality about a product or services factors. It depends on what he thinks as a reality or on his perception and knowledge about product or services.

Objectives of the Study

- To study the modus operandi of Mutual fund.
- To study the factors relating to the perception level of investors towards Mutual Fund.

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- To evaluate the potentiality of Mutual fund as an alternative for investment.
- To offer Suggestions with respect to findings.

Scope of the Study

The Scope of the study covering the perception of different investors based on their educational qualification, age, income level, occupation, type of investment. Data interpreted on the basis of 50 Respondents.

Research Methodology

Type of Research-The Methodology used to conduct the research was "Survey".

Survey Method-The data is obtained from the primary source to analyze the perception of investors towards mutual fund that is Survey method adopted for the purpose to collect data. It is also called as Primary Analytical Research.

Primary analytical study-A system of procedures and techniques of analysis applied to quantitative data and to analyze and interpret data a system of mathematical models of statistical techniques applied to numerical data.

Sampling procedure-Respondents are chosen randomly to obtain data and researcher has selected the most accessible population as sampling unit.

Tools used for data collection: Questionnaire- A close ended questionnaire (see Annexure) consists of a set of question presented to respondents for their answers. The questionnaire was prepared with the help of experts in this field. For the convenience of respondents questions are logically sequenced.

Tools and software used for data analysis:

- Tables were used to calculate number of percentage. This was created with the help of excel.
- Excel was used to create graphs and charts as well as to calculate numbers and percentage.
- Microsoft word was used for data documentation.
- Pie – charts and Bar diagrams were used for creating graphs.

Limitations of the Study:

Efforts were made to see that the data collected and analyzed were as accurate as possible. In spite of all precautions taken, certain limitation of the study can be observed.

- The sample size taken for research may not have exact figure or may not cover the entire population. Therefore, it may not represent the entire perception of investors in Bangalore.
- The respondent may behave artificially or that the respondents may be biased.

- The third constrain is that the respondents may skip some questions. Also they may not respond to every question correctly.
- Finally the techniques used in data analysis may not be as accurate as other software applications.

Observation and Findings:

1. Occupation Profile

It is observed that in occupation profile there are five groups; business, profession, housewife, services and others. Here professional respondent are 38%, services 36 %, business people 12 %, others 8% and housewives 6%.

The data shows that respondents from profession and service category are aware of mutual funds and have also invested in it, where as business people are aware of mutual funds but they are not ready to invest. Where as in case of others (student) and housewives investment is less. Thus this implies that respondents from professional and services category are good contributors to mutual funds. (**Refer Table 1 and Graph)

2. Income Profile

From the analysis it is clear that 42% of investors fall in the income bracket of 16000-25000. 30% of the investors have income of 26000-35000; where as 18% of the investors have income of 36000 and above. The remaining 10% of the investors fall in the income bracket of Rs.6000-15000.

From the above analysis it's found that 90% of the respondents earn Rs.16000/- or more every month. The more they earn the more they can invest and vice versa. People earning less can invest in small amounts, whereas people earning more can go for higher investments and take higher risks for higher returns. (** Refer Table 2 and Graph)

3. Awareness of Investment options among respondents

The above Study found that 90% of the respondents are aware of insurance, 80% are aware of bonds, 40% for real estate, 84% on stocks and 86% are aware of Mutual Funds.

The table gives you idea about awareness on investment options among all the respondents. Here it is indicated that mutual fund is popular, second to insurance. This study is conducted for general public and mutual fund investors. Mutual funds are not as old as insurance in India. From this table it is clear that 86 % of respondents are aware of mutual funds.

Note: some of the respondents have opted more than one option hence the number of respondents and percentage varies. (** Refer Table 3 and Graph)

4. Investment Profile of the respondents

In a sample size of 50, 66% of the respondents are mutual fund investors and rest of them has not invested in mutual funds. They have invested in various options like insurance, bonds, real estate and stocks (34%).

Most of the respondents have invested in Mutual funds with bonds and stocks coming second. This means the awareness about Mutual funds have prompted more and more persons to invest in Mutual funds, since it has a high return. Stocks and Mutual funds are high risk areas with high returns. So people are ready to take more risks for more returns.

Note: some of the respondents have opted more than one option hence the number of respondents and percentage varies. (** Refer Table 4 and Graph)

5. Reason for not investing in mutual funds

The other observation of the study is that 46% of the respondents are satisfied with their present investments, 39% of the respondents think that Mutual funds are risky, and 15% of them say that they do not know what Mutual funds are.

Most of the respondents who have not invested in the Mutual funds are satisfied with their present investments, some people think that the Mutual funds involve risk and most important is that the 15% of the respondents do not know what Mutual funds are, What they do and How they function.

Note: some of the respondents have opted more than one option hence the number of respondents and percentage varies. (** Refer Table 5 and Graph)

6. Popular Mutual Fund Products

The most popular mutual funds among the respondents are, Prudential ICICI with 88%, Franklin Templeton mutual funds with 63%, HDFC mutual funds 57%, Birla Sun Life 51%, Kotak Mahindra mutual funds 45%, and rest of them are with average of around 24% and 27%. This is applicable for only mutual investors.

From the above it's clear that ICICI and Franklin Templeton are popular among investors. This is because of the aggressive advertisements they employ. Ads help a company to have a brand image which is very important in the field of Mutual funds.

Note: some of the respondents have opted more than one option hence the number of respondents and percentage varies. (** Refer Table 6 and Graph)

7. Ranking of factors for Investment

In View of important factors Influence for investment decision, Investors have ranked High Return, Assured Return, Liquidity, Government Guarantee, Risk Cover

and Voting Right as the important factors for investments respectively. Returns are the most sought after criteria for investment. In other words, returns are the key for investments. The investors are not worried about the risk involved. Mutual funds are high risk areas with high returns. People are ready to take more risks for more returns. They are not bothered about voting powers or taxation aspect either. (** Refer Table 7 and Graph)

8. The most common Mutual Fund Company Advertisement

Considerably 71% of the respondents have voted Prudential ICICI's advertisement as the most popular one closely followed by Templeton, Birla and SBI with Canbank getting the least percentage.

The table is designed to study the most common advertisement of Mutual Fund companies among the respondents. Prudential ICICI and Franklin Templeton are the popular companies as far as advertisement go. This ad has helped these two companies to be the most respected brands in this field. **Note:** some of the respondents have opted more than one option hence the number of respondents and percentage varies. (** Refer Table 8 and Graph)

9. Influence of Brand while investing in Mutual Fund

The Influence of Brand name while taking investment decisions, the study proved that 88% of respondents say that branding is very important to build investors confidence, and 12% of respondents say that brand name is no matter for them while investing.

Brand name comes along with experience, quality, and trust worthiness and most importantly by advertisements. A company acquiring all the above features will have a good brand name. In Mutual funds, investors look for the brand before investing as 88% said. Therefore if the company has to be in the top, creating a brand name is very important. (** Refer Table 9 and Graph)

10. Returns in Mutual Funds compared to Shares/ Derivatives

Study observed that 62% of respondent say that mutual funds returns are better than shares or derivatives. 38% of respondents say that mutual funds returns are not good compared to shares or derivatives.

All the three are having good returns, as well as unpredictable returns. But Mutual funds seem to have an impression in the respondents mind as they think its unpredictability is less compared to the other two. In shares or derivatives the volatility is much more, where as in Mutual funds consistency of returns is more. (** Refer Table 10 and Graph)

11. Market Performance of funds

The analysis about which fund is performing better at present market, from the response it is clear that Debt and Gilt Funds are performing better, whereas index, industry and equity schemes are less popular.

Understanding which schemes are more popular and works better with investors is crucial for any company, as they can introduce schemes relating to those, if not already there. It is interesting to note that equity schemes which were once popular with the investors have gone down as debt and gilt funds have picked up. Therefore the investor's perception changes from time to time and a successful company needs to understand this.

Note: some of the respondents have opted more than one option hence the number of respondents and percentage varies. (** Refer Table 11 and Graph)

Table - 1 : "Table showing Occupation profile of the respondents

Occupation	No. of Respondents	Percentage
Business	06	12
Profession	19	38
House wife	08	06
Service	18	36
Others	04	08
Total	50	100



Fig. 1

Table No - 2 : Table showing Income Profile of the respondents”

Income	No. of Respondents	Percentage
Below 5000	00	00
6000 to 15000	05	10
16000 to 25000	21	42
26000 to 35000	15	30
36000 and above	09	18
Total	50	100

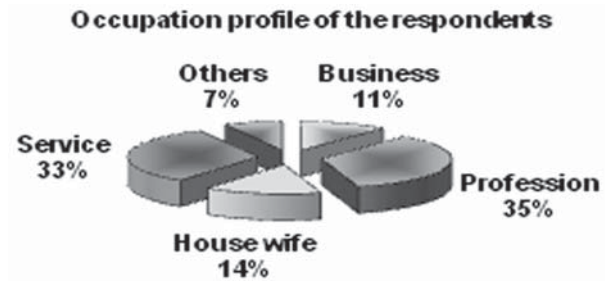


Fig. 2

Table No - 3 : Table showing Awareness of Investment options among respondents

Investment Option	No. Of respondents aware	Percentage
Insurance	45	90
Bonds	40	80
Real Estate	20	40
Stock	42	84
Mutual Fund	43	86

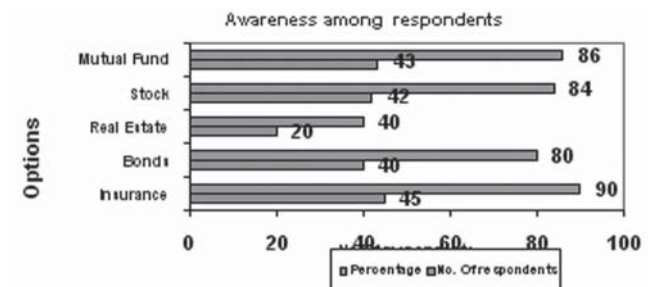


Fig. 3

Table - 4 : Table showing Investment Profile of the respondents

Occupation	No. of Respondents	Percentage
Business	06	12
Profession	19	38
House wife	08	06
Service	18	36
Others	04	08
Total	50	100



Fig. 4

Table - 5 : Table showing reason for not investing in mutual funds

SL NO	REASON	NO
1	Don't know about mutual funds	10
2	They are risky	26
3	Don't have enough money	0
4	Happy with present investments	30

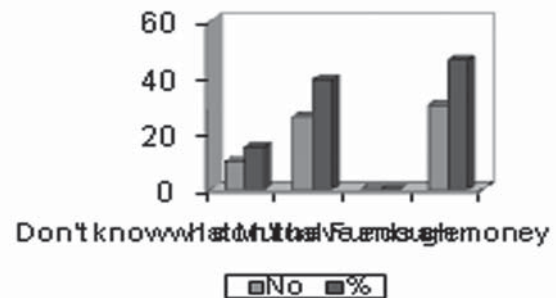


Fig. 5

Table - 6 : "Table showing Popular Mutual Fund Products among the respondents"

Mutual Fund Products	No. of respondents	Percentage
Prudential ICICI	29	88
Kotak Mahindra	15	45
HDFC Mutual Fund	19	57
Birla Sun life	17	51
SBI Mutual Fund	09	27
LIC Mutual Fund	08	24

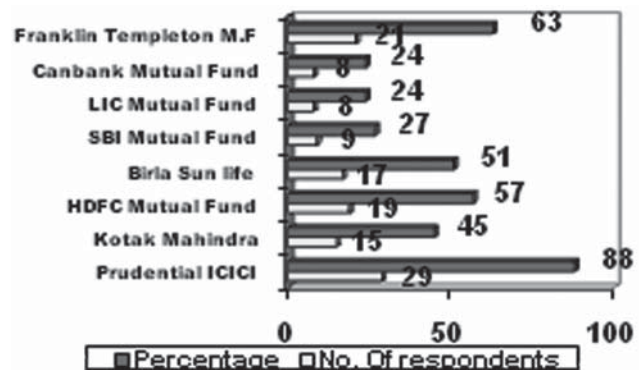


Fig. 6

Table No - 7 : "Table showing Ranking of factors for Investment"

Factors	Sample size	Percentage
Assured Return	12	24
Government Guarantee	4	8
High Return	24	48
Voting right	4	8
Liquidity	6	12
Total	50	100

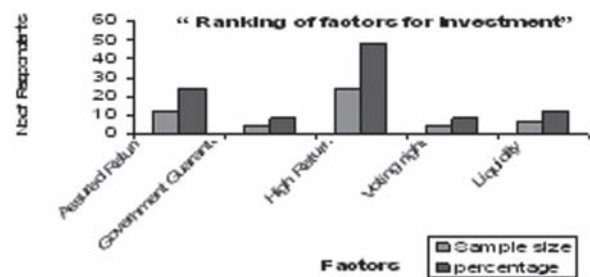


Fig. 7

Table - 8 : “The Table showing most common Mutual Fund Company Advertisement

Mutual Fund Company	No. of Respondents	Percentage
Prudential ICICI	28	71.79
Kotak Mahindra	09	23.07
HDFC Mutual Fund	07	17.94
Birla Sun life	19	48.71
SBI Mutual Fund	18	46.15
LIC Mutual Fund	06	15.38

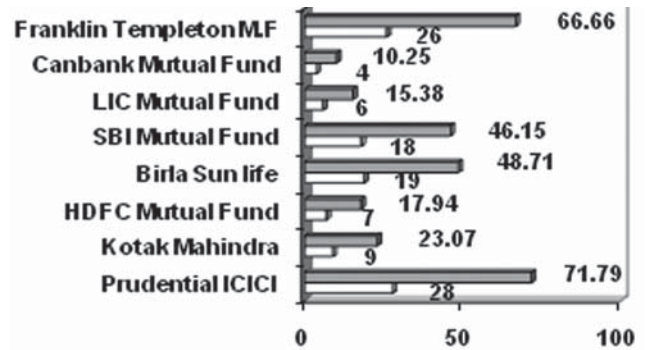


Fig. 8

Table No - 9 : Table showing Influence of Brand among respondents while investing in Mutual Fund

Influence	No. of Respondents	Percentage
Yes	44	88
No	06	12



Fig. 9

Table No - 10 : Table showing Opinion of respondents on returns in Mutual Funds compared to Shares/ Derivatives

Opinion	No. of Respondents	Percentage
Yes	31	62
No	19	38
Total	50	100

Opinion on returns of Mutual Fund compared to shares



Fig. 10

Table No - 11 : Table showing Market Performance of funds

Funds	No. of Respondents	Percentage
Equity	16	32
Debt	33	66
Balanced	23	46
Gilt	29	58
Index and Industry	12	24

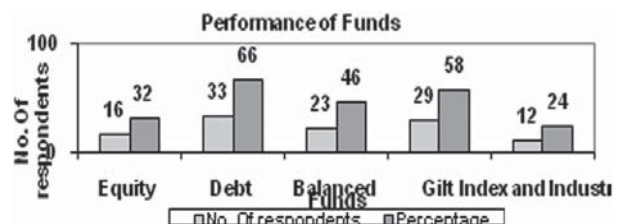


Fig. 11

Findings

- The main finding of the study is that, there is no dependency of income level over investment in Mutual Funds. Therefore income being high or low is not the major criteria for Mutual Fund investments.
- The awareness towards Mutual Fund is good, but not excellent. For this study the collected sample size was 50. Out of them 33 are mutual fund investors.
- Next finding is that the brand name of investment firm is very important to gain or attract customers. Out of 50-sample size 44 respondents said that brand name is required. Only 6 respondents said that brand name is not required.

- From investors point, the popular mutual fund companies are Prudential ICICI, and Franklin Templeton mutual funds.

Most common advertisements of Mutual Funds Companies from investors' point of view are Prudential ICICI with 71% and Franklin Templeton with 66.66%. This shows that aggressiveness on advertisements in Mutual Funds could make the company a hit, as these two companies are the two popular one's as well.

- Investors have ranked High Return, Assured Return, Liquidity, Government Guarantee, Risk Cover and Voting Right as the important factors for investments respectively. Tax benefit, surprisingly, doesn't find place in the top five.
- The transparency is the order of the day. The overall perception about this matter is that 72% of the respondents say that these days firm's are more transparent than in old days.
- From existing mutual fund investors it is found that the debt funds and gilt funds are performing better than last year.
- Investors are worried and confused about the legal formalities of the Mutual Fund as it is complicated compared to other investment avenues like bank deposits.
- The launching up of new schemes by Mutual Fund companies has increased the number of investors.
- Mutual Fund has become the buzz word currently. More and more people are investing in Mutual Funds lately. Shares, Real Estate, and Insurance are presently other hot areas for investment.

Suggestions / Recommendations

- Mutual Fund companies should be more transparent while declaring their dividends, Net Asset Value, administration charges and their accounting norms.
- Brand name of investment firm is very important to gain or attract customers. Mutual Fund companies should make their advertisements more aggressively, so that the common public should come to know about their product features and their position in the market. Some public say that mutual fund is very difficult to know and to invest in, so mutual fund companies should take certain measures in this regard.
- It is the perception of investors that the Mutual funds will not give any surety on returns. This perception should be removed from their mind. For this the Mutual fund companies need to formulate some marketing strategies.
- This analysis shows that Mutual fund returns are better than shares or derivatives. So the existing investors are satisfied with their returns, so the mutual fund companies should make efforts to retain the existing investors.

The launching up of new schemes by Mutual Fund companies has increased the number of investors. More and more schemes, both attractive as well as effective, need to be introduced on a frequent basis so as to increase the investor base.

Conclusion

A perceptible change is sweeping across the mutual Fund landscape in India. Factors such as changing investor's needs and their appetite for risk, emergence of internet as a powerful platform, and above all the growing commoditisation of mutual fund products are acting as major catalysts putting pressure on industry players to formulate strategies to stay the course.

Building and sustaining a powerful brand is also becoming an issue of paramount importance. With investor today having a range of products to choose from, effective communication is required to reach a wider audience. The success of marketer in future would depend upon his ability to use 360-degree compounding effect of media through a presence in all media interfaces with the investors.

Increased deregulation of the financial markets in the country coupled with the introduction of derivative products offers tremendous scope for the industry to design and sell innovative schemes to suit individual customer needs. As it is being increasingly felt, with the commoditisation of products looking imminent, service to investors and performance would be the major differentiators in the years to come.

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STUDY ON SMALL CAR BUYERS' PREFERENCE AND BEHAVIOUR

Dr .M. Thirunarayanasamy¹

R.Rajavel²

Abstract

Automobiles have drastically established market throughout India to meet the requirements and satisfaction of a variety of consumers. After liberalization many new vehicle models are produced and sold by domestic and foreign vehicle manufacturers and the overall automobile industry performance has showed encouraging results for all the segments of the industry. With the growing family incomes and ever-growing middle class society, India is becoming one of the most potential markets for small cars. Increased acceptance of new cars with latest technology and world class manufacturing has become most important factor for this growth. India's market itself has shown tremendous changes in car sector. The world class branded cars which were beyond the reach of the average Indians is now available at their next door. Today, India has become the second fastest growing car market in the world.

Introduction

The overall economic development of a country is determined by the development in the manufacturing sector. Similarly, the quality of life to a great extent depends upon the growth and development in consumer luxury goods segment. India assisted by its economic advancement, is experiencing fast motorization on its road and is becoming a highly motorized society. Automobiles have drastically established market throughout India to meet the requirements and satisfaction of a variety of consumers. After liberalization many new vehicle models are produced and sold by domestic and foreign vehicle manufacturers and the overall automobile industry performance has showed encouraging results for all the segments of the industry. With the growing family incomes and ever-growing middle class society, India is becoming one of the most potential markets for small cars. Increased acceptance of new cars with latest technology and world class manufacturing has become most important factor for this growth. India's market itself has shown tremendous changes in car sector. The world class branded cars which were beyond the reach of the average Indians is now available at their next door. Today, India has become the second fastest growing car market in the world.

Need of the Study

There is huge Growth potential for small car manufacturers, as both domestic and international manufacturers, are presented with great challenges and opportunities in the near future. Now a day luxury products like car has become a commodity of necessity and has become one important element of life of even to the middle class people. At present days all the marketers and advertisers have been trying to discover

why consumers buy and what they buy. Hence knowing the buying behaviour of the different market segments helps a seller to select their target segment and evolve marketing strategies to increase the sales. Hence, Automobile manufacturers should make researches on buyer preferences, perceptions, behavior, attitudes and satisfaction of owners of cars.

Statement of the Problem

Due to the emergence of globalization and liberalization there is a stiff competition among the variety of Automobile industries which are focusing attention in capturing the Indian markets. In the global economy where the consumers are having an increasing exposure to foreign brands, the availability of information about the brands and awareness could play an important role in consumers' perceptions of the product quality and as well influence consumer choice. The small car sales have not been upto the expectation due to the poor road facilities in the rural parts of the Tamilnadu state. The car may not be fit for the purpose of explained to the seller and match descriptions and the demonstration model. Car companies usually offer big discounts in month of December every year to clear their inventories before they hike prices and launch new models in January. The offers attract the buyers to purchase now the vehicle will bear the registration date of December, and in a few days, it will be last year's model. If buyers plan to change the car in 3-4 years, the registration date will be a big matter.

Invoice Price is the manufacturer's initial charge to the dealer is usually higher than the dealer's final cost because dealers receive rebates, allowances, discounts, and incentive awards. Generally, the invoice price should include freight. Most of the dealers sell the car at the

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invoice price plus freight and their percentage of margin. While comparing models and prices in advertisement and at dealer showrooms are differing. Most of the sellers get sign from buyers in the contract to a superior "for approval," after that if they have made changes and buyer agrees to them. In the present modern technology age due to fast changing dynamics of the technology world the opportunities are myriad and consumer preferences undergo a dramatic change.

Automobiles though considered as luxury once, now occupies a part of day-to-day life and has become a necessity. Only a limited number of attempts have been made to study the impact of brand preference factors on customer satisfaction. Based on these basic issues, the researcher has developed an interest to study the car buyers' behavior and attitude towards buying small cars.

Objectives of the Study

The purpose of this research is to study the behaviour and attitudes of small car buyers and also know their perception and satisfaction about the car attributes. Hence, the study is aimed at the following objectives.

1. To evaluate consumers' preference and behaviour pertaining to the purchase of small cars
2. To make suggestions in the light of the findings of the study

Hypotheses of the Study

In line with the objectives stated above, the following hypotheses are to be formulated and tested for the purpose of this study.

H_{01} : "There is no significant association between educational status of the respondents and sources of information & information collection period".

H_{06} : "There is no significant association between educational status of the respondents and evaluation of alternatives".

Research Methodology

Nature of the Study

The present study is an empirical as well as analytical in nature and based on survey method.

Sources of Data

Keeping in view the versatile objectives of the study, the data collected from both the primary and secondary sources. The primary data has been collected through questionnaire. The relevant secondary data have been collected from journals, magazines, thesis, dissertations, published and unpublished reports, online and reports.

Sampling Technique

Sampling technique adopted in the present study was systematic simple random sampling. A total of 560

questionnaire were issued, filled up and collected. A scrutiny of these questionnaires led to the rejection of 10 questionnaires on account of incomplete responses. The rejection rate was only 3 per cent. Thus 550 completed questionnaires were used for the present study.

Tools Used for Analysis

The collected data are analyzed through descriptive statistical tools such as Percentage, Mean and Standard deviation have been used to describe the profiles of consumers, preferred product attributes and level of satisfaction. For testing the significance of hypothesis, analysis of variance (ANOVA), chi-square test and student's t test were used. The Chi-Square test has been used to test the association between the consumer demographic characteristics and the preferred product attributes. For analyzing the survey data SPSS 20 package was used.

Brand of Car Own

Brands also have a symbolic value which helps the people to choose the best product according to their need and satisfaction. It induces researchers to determine which brand car they own among top five brands in Indian markets. The results are presented in the following Table 1

Table - 1 : Classification of Respondents by Brand of Car Own

Brand of Car	No. of Respondents	Percentage
Maruti	180	32.7
Hyundai	114	20.7
Mahindra	45	8.2
Tata	148	26.9
Honda	63	11.5
Total	550	100.0

Source: Computed from primary data

The large number of respondents which is 32.7 per cent answered to have own Suzuki brand cars. This is the highest percent of brand car user in survey. 26.9 per cent respondents replied to have Tata brand car. This is Second highest preferred brand of car. 20.7 per cent replied to have Hyundai brand car, 11.5 per cent respondents are running Honda brand car and 8.2 per cent respondents owned Mahindra brand car. It is concluded that among the selected brand cars large number of respondents prefers Maruti and Tata brand cars in the study area.

Sources of Information

Pre-purchase search is a consumer decision making process in which the consumer perceives a need and

actively seeks out information concerning products that will satisfy that need. The researcher made an attempt to collect information about most informative sources for customers. The results cited in Table 2.

Table - 2 : Sources of Information

Sources of Information	No. of Respondents	Percentage
Friends and Relatives	130	23.6
Product Advertisement (TV, Internet & Print media)	166	30.2
Showroom/ Dealer staff	39	7.1
Car magazines/ Newspaper	88	16.0
Automobile Mechanic	83	15.1
Auto Expo/Exhibitions	24	4.4
Buyers without information search	20	3.6
Total	550	100.0

Source: Computed from primary data

This survey makes it clear that 23.6 per cent of the respondents were collected information from their by friends and relatives, Product advertisement in TV, Internet and Print media etc., were the main sources of information for 30.2 per cent of the respondents, 16 per cent of the respondents said that car magazines/newspapers were sources for getting information, automobile mechanic proved information about the car for 15.1 per cent of respondents, 7.1 per cent of respondents got information from auto expo/exhibitions, 4.4 per cent of respondents got from auto expo/exhibitions and 3.6 per cent said that they bought car without information search. Advertisements and friends and relatives were played a dominant role than other sources in providing information about cars.

Collection of Pre-Purchase Information

The car market is always changing models, options and prices fluctuate rapidly. Hence collection pre purchase information for certain period is necessary. The results cited in Table.3

Table - 3 : Period of Pre-Purchase Information Collection

Collection of Pre-Purchase Information	No. of Respondents	Percentage
Less than 1 Month	94	17.1
1 to 3 months	290	52.7
More than 3 months	166	30.2
Total	550	100.0

Source: Computed from primary data

The Table 3 shows the extent of the information search before buying a car. 17.1 per cent of respondents searched information less than one month extensively before buying a car. 52.7 per cent of the respondents collect information one to three months and 30.2 cent of the respondents collects information more than three months. It is concluded that nearly half of the respondents collect pre purchase information for one to three months.

Brand Choice

Many branded vehicles are available in markets. Before buy a preferred brand of product considering the alternatives is quite nature.

Table - 4 : Number of Brand Choice

Brand Choice	No. of Respondents	Percentage
Only One	365	66.4
Two	153	27.8
More Than Two	32	5.8
Total	550	100.0

Source: Computed from primary data

It is understand from the above Table 4 that 66.4 per cent of the respondents indicated that they considered only one brand choices. 27.8 per cent indicated that they considered two brands choices and 5.8 per cent indicated that they considered more than two brands.

Evaluate Brand Alternatives

Some of the individual take purchase decision rashly and without evaluating the alternative. In contrast to this some other individuals make wide evaluation of the alternatives before take a final decision.

Table - 5 : Evaluate Brand Alternatives

Evaluate Brand Alternatives	No. of Respondents	Percentage
Yes	451	82.0
No	99	18.0
Total	550	100.0

Source: Computed From Primary Data

It was observed from the above Table 5 that 82 per cent of the sample respondents indicated that they evaluated alternative brands and 18 per cent do not evaluate the alternative brands.

Preferred Mode of Fuel

Rising price of petrol is one the main problem in select the petrol cars. While customer thinking about buying a new car then it is important to think carefully about the type of fuel.

Table - 6 : Respondents Preferred Mode Of Fuel Cars

Mode of Fuel	No. of Respondents	Percentage
Petrol	325	59.1
Diesel	195	35.5
Petrol and Gas	30	5.5
Total	550	100.0

Source: Computed from primary data

It is clearly evident from Table 6 that 59.1 per cent of respondents prefer petrol cars, 35.5 percent prefer diesel cars and only 5.5 per cent of respondents prefer petrol along with gar fuel cars. It is concluded that majority of the respondents prefer to have petrol cars.

Association between Educational Status of the Respondents and Sources of Information and Information Collection Period

Researcher made an attempt to assess the association between educational status of the respondents and sources of information & information collection period. Chi-square test was used. The analysis was made with the following null hypothesis.

H_{01} : "There is no significant association between educational status of the respondents & sources of information. The result of chi-square test is presented in the following Table 7.

Table - 7 : Association between Educational Status of the Respondents and Sources of Information & Information Collection Period

Factors		Educational status					Total	Chi-square test	P value
		School Level	Graduate	Post-Graduate	Professional Degree	Diploma and others			
Sources of Information	Friends and Relatives	13 (10.00)	51 (39.20)	44 (33.80)	6 (4.60)	16 (12.30)	130(100.00)	22.448	.553
	Product Advertisement (TV, Internet & Print media)	21 (12.70)	69 (41.60)	45 (27.10)	13 (7.80)	18 (10.80)	166(100.00)		
	Showroom/ Dealer staff	6 (15.40)	17 (43.60)	8 (20.50)	2 (5.10)	6 (15.40)	39(100.00)		
	Car magazines/ Newspaper	14 (15.90)	32 (36.40)	24 (27.30)	5 (5.70)	13 (14.80)	88(100.00)		
	Automobile Mechanic	11 (13.30)	28 (33.70)	24 (28.90)	3 (3.60)	17 (20.50)	83(100.00)		
	Auto Expo/ Exhibitions	1 (4.20)	14 (58.30)	4 (16.70)	2 (8.30)	3 (12.50)	24(100.00)		
	Buyers without information search	1 (5.00)	9 (45.00)	9 (45.00)	1 (5.00)	0 (0.00)	20(100.00)		
Information Collection Period	Less than 1 Month	21 (22.30)	32 (34.00)	27 (28.70)	5 (5.30)	9 (9.60)	94(100.00)	12.019	.041
	1 to 3 months	29 (10.00)	120(41.40)	82 (28.30)	17 (5.90)	42 (14.50)	290(100.00)		
	More than 3 months	17 (10.20)	68 (41.00)	49 (29.50)	10 (6.00)	22 (13.30)	166(100.00)		

Source: Computed from primary data

Table 7 shows that educational status of the respondents has significant association with information collection period. Since the p-value is less than 0.05, the null hypothesis was rejected. Hence it can be concluded that there is a significant association between educational statuses of the respondents and information collection period. Educational status of the respondent does not have a significant association with sources of information because the p value is more than 0.05. Hence it can be concluded that there is no significant association between educational status and sources of information.

Association between Educational Status and Evaluation of Alternatives

Researcher made an attempt to assess the association between educational status of the respondents and evaluation of alternatives. Chi-square test was used. The analysis was made with the following null hypothesis.

H_{02} : "There is no significant association between educational status of the respondents and evaluation of alternatives".
The result of chi-square test is presented in the following Table 8.

Table - 8 : Association between Educational Status and Evaluation Of Alternatives

Evaluation of Alternatives	Yes	56(12.40)	180(39.90)	128(28.40)	24(5.30)	63(14.00)	451(100.00)	2.200	.001
	No	11(11.10)	40(40.40)	30(30.30)	8(8.10)	10(10.10)	99(100.00)		

Source: Computed from primary data

Table 8 shows that educational status of the respondents has significant association with evaluation of alternatives. Since the p-value is less than 0.05, the null hypothesis was rejected. Hence it can be concluded that there is a significant association between educational status of the respondents and evaluation of alternatives.

Conclusion

According to the present study, it seems that the car has an important symbolist to the consumer and doesn't represent only a mean of satisfaction of the transportation need. The car is combined in the consumer's perception with their personality; it defines them compared to the others and states their belonging to certain consumer groups. This role of the car will not be easily changeable in the near future, so the actions aiming to influence the consumer behavior need to take this into account. Hence all the car company must ascertain and understand the nature of the customer's buying behavior if it is to market its product properly and entice and persuade consumers to buy that product. The study has brought out the perception of buyer of market and different brand of a given market.

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THE STRATEGIC VENTURE BUSINESS PLAN FOR ENTREPRENEURS

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Abstract

Venture capital is an ideal source of funds for entrepreneurs seeking start up or expansion capital. Still many potential ventures never get off, the ground is lack of skills, and most of the entrepreneur may have the lack of convincing skills as how to present the innovative business ideas to the capitalist to raise the capital. Yet in spite of the availability of capital, a number of entrepreneurs are not successful in raising funds, because they might not aware that what type of evaluation criteria is followed by the venture capitalists and also what are the aspects would be followed in the evaluation criteria. First, before preparing the proposal entrepreneur must have the ideas of information that what the aspects are essential to mention and emphasis and also not essential with the level of significance in the proposal. Second, what the factors and characteristics would be expected and preferred by venture capital financiers in the business plan, rather than boosting about business, and how do venture proposals processed to select the potential venture for the investment. The guidelines are explained here for the entrepreneurs to prepare a better potential proposal. In this back drop, the guidelines, in this article, can help the entrepreneurs to transform their innovative idea, vision and dream into realistic and also to become successful in raising venture capital. One more important task to the entrepreneur he only has to write the business plan himself or cofounder rather than delegate the work to others. If entrepreneur needs let him take the help of professionals, is a better option, to prepare a best strategic venture business plan.

Key words: *Entrepreneurs, Capitalist, Innovative Ideas, Guidelines, Transform, Realistic.*

Introduction:

Generally for preparing a venture business plan which requires once glance at idea and how idea could be converted into a business. The business plan covers what is intended to convey the idea of business and how it would be established the business enterprises or how it would be begun the process of creating a successful enterprise. A business plan would help to communicate the ideas, not only to financiers, but also to customers, suppliers and employees. A proper business plan and communication tool could help the use of insights and develop a more successful venture. Venture capitalists require a relatively small amount of data in order to gain an appreciation of your business. When writing a business plan, describe strengths judiciously and avoid overstatement. Don't cover up or omit discussion of differences, but rather describe them clearly and how do you planned cope up them. Try to anticipate the objections which will be raised by the venture capitalists by thinking through several alternative scenarios of the future. The critical factors for success in the business should be identified; the entrepreneur should describe how the firm plans to meet them.

Entrepreneur is necessary to know how the venture capitalist reviews the business plan which may be helpful for entrepreneur to write business plan according to capitalists' expectations with no previous exposure to

the company or the business, a venture capitalist may spend less than small amount of time to review the business plan at first setting. Because initial he expects brief simple data. First, he will try to gain a feeling for the marketplace the company is addressing and the uniqueness of the venture product. Second, he may turn directly to the entrepreneurs' quality and experience and his management team resumes to get a feel for the background of the people who are involved in this particular venture idea. Third, he may glance at the financial forecasts, formerly, in terms of the revenue projections and later in terms of the amount of cash that the company expects to spend in order to bring the product to market. A well written executive summary giving a brief history of the company, the management, the concept of the business, and the present status is extremely helpful to the venture capitalist.

Other private equity investors include major corporations looking for a potential venture acquisition. While the money may be welcome, bear in mind that the corporate private equity financiers are commonly interested in growing their own acquisition at the time of initial investment, may make an arrangement by which they can further acquire a majority equity position at a future date. Thus, they represent the one source of capital where the investors' goals may be more strategic than financial. So before accepting capital from a private equity

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corporation, get a clear frank assessment of the investor's true goals.

Business plan will include the following aspects and their characteristics.

- Business description with mission, vision and objectives
- Product's Characteristics and uniqueness
- Marketing strategy and analysis
- Entrepreneur and Management Team
- Financial plan
- Professional Advisers
- Executive summary

Business Description:

A perfect and clear mission and vision statement, objectives and business description are important points in this section the business plan. The mission statement defines who entrepreneur are and where are going. A good mission statement should accurately explain why this venture exists and what it hopes to achieve in the world. The vision is what guides and energizes enterprise's stakeholder. The objectives give you tangible milestones by which to get there. Finally, the business description summarizes your business profile and asserts what business is in.

Mission Statement

All actions in business plan should help to accomplish the mission. Communicating a mission with clarity is significant because to set goals, to take actions, and the way of spend time will be guided by this statement. As initiate venture business, the first step is to clarify what is most important. It describes its central purpose and the basic principles that guide the actions of employees, partners, and management. Your business plan must be consistent with your mission statement.

Vision Statement

A vision is a global concept; it paints a picture of the social enterprise's direction and future. An effective vision statement succinctly communicates an uplifting philosophy that energizes enterprise stakeholders to embrace challenges in order to successfully accomplish its goals.

Objectives of the business

In this section it will begin developing the business plan with exercises that answer fundamental questions about enterprise, which will ultimately help strike a balance between social and financial objectives as they pertain to each section of business plan.

Business Overview

The overview of business is also included in the Business Description portion of a business plan is a summary of

the current state of the business venture. Describe the business ownership structure whether is it sole proprietorship or partnership? Also make is it a manufacturer, retailer, wholesaler, service provider, or some combination? Will it be starting stage of start up, an expansion, or as an acquisition? Further information may include the history of the business and its primary strengths.

Product's characteristics and uniqueness

The product's characteristics, features and uniqueness would be evaluated by the venture capitalist through venture capital evaluation criteria in relation to market potential. A general description is all that is needed in this section. Don't discuss the product without succinctly stating the product's primary function, features, and advantages over the competition. A picture or diagram of the product in a prototype configuration is also necessary. Additional information on why this product is particularly stand against the competition in the present and future market scenario. The proposed product technical risks to the company which may face in developing the product are essential. What is the special feature of uniqueness and characteristics with the proposed product comparatively existing products in the market what the problems to be solved by proposed product are explained and situations in which it could be used. Define the product in connection with the product life cycle since the financiers will look for a diversified product range, its future trends in market for long run and whether this trends indicate a growing market and forecasted demand and sales; potential profit in the market. Finally, copyright or patents for the product.

Marketing strategy and analysis

The marketing strategy and analysis is a crucial section. Marketing strategy is a plan that allows an entrepreneur to make a direction the activities those are consistent with the goals of the organization and spend money wisely in order to create the greatest amount of return on investment. Making a clear connection between proposed product's capabilities and the overall market needs is a difficult but important concept. A well written marketing section should include a description of the target customer and marketplace, its size and growth and also promotion techniques, pricing strategies and policies, competitors and a distribution channels are finalised. Projections regarding market size, penetration for the new product, and so on, should all be accompanied with information on the basis of presumption. It is difficult to project how the venture will perform against the competition and what share of the market will it receive.

Evaluating the market potential for the proposed product is little difficult task for the venture capitalist in their

evaluation criteria. The entrepreneur must have ability to create a new market and has to be made easy to convince the venture capitalist regarding market potential for the proposed product for likely venture proposal would be financed. The aim of the marketing strategy in marketing section to be demonstrated how the company is planning to achieve forecasted sales in the different market sceneries.

Entrepreneur and Management Team

Most successful entrepreneurs share certain personal attributes, with creativity, dedication, determination, flexibility, leadership, passion, self-confidence, and "smarts." Some essential special characteristics and qualities are required to become a successful entrepreneur such as confident, integrity, ability to communicate, passionate about learning, team leader, dedicated, optimistic, capable of sustained intense effort, critical competence, ability to evaluate and react to risk, long-term vision, attention to deal, urge to grow, commercial orientation, amenable to suggestions and criticism, articulate in discussing venture, and compatible personality. Manage a business effectively is the key to the establishment and growth of the business. The efficient entrepreneur is one who is willing to bear the risk of a new venture if there is a significant chance for profit. Most of the business specialist emphasizes the entrepreneur's role as an innovator who markets his innovation in the business. The entrepreneur as someone who actually searches for change, responds to it, and exploits change as an opportunity.

Building management team demands matching jobs to people's strengths. That means giving people responsibilities according to their skill level. Management team must include the following role effectively; Chief executive officer is the boss of everyone and is responsible for everything. Chief operating officer handles a company's complex operational details. Chief finance officer handles the money they create budgets and financing strategies they figure out if it's better for business to lease or buy then they build the control systems that monitor enterprises financial health. Chief marketing officer owns the marketing strategy and its implementation. If business's success relies mainly on marketing, the organisation need a chief marketing officer have time to keep up with competitors, oversee the marketing implementation.

Strong management team must include the human resources those are the personnel of technical skills, managerial skills, financial skills, marketing skills and balanced team. Management team seek to team job performance to achieve the objectives of the organisation. It is a continuous process that involves managers and employees in the identification and evaluation of key

performance objectives and competencies that contribute to the attainment of the objectives and strategy of the organisation. Management team fosters and rewards excellent performance by motivating all employees to perform at their best, keeping in view the principles of fairness and transparency. The organisation is responsible for providing an effective and fair performance of management team that encourages effective communication between employees and managers and ensures that managers have skills and time to carry out performance of management team successfully.

Financial plan

The financial plan is a necessary part of evaluating in the capitalist criteria for a new investment opportunity. It is required to develop an estimate of profit progress. Describe the current financial status and forecasts of future financial statements if entrepreneur use the business plan to seek finance. It is required to cover the method of financing, amount of investment and disinvestment system as well as the fruitful return on investment. The financial portion of business plan will be examined closely by those experts of accounts and finance professionals before submitting proposal to the financier's who want to know how capital would be allocated and invested funds to create a successful venture. Forecasts of product demand, sales revenues, and expenses for new ventures will draw on the market research which is conducted for the proposed innovative product. Financial projections are as good as estimation, so make sure whether they are valid and realistic or not, if document are as much as provided will create a good perfection.

Venture capital financiers give a great significance on financial data especially estimated projections in their assessment of proposal. Generally, financiers anticipate taking high risks and also high return in the form of capital gains rather than at a substantial capital profit through dividend or interest. In brief, venture capital financiers would anticipate the capital gains around five to seven times of investment within say five to ten years. They need healthy returns on investment. Most of the venture capital financiers look over the disinvestment or exit routes for expected returns.

Professional Advisers

Professional organisations and adviser's service, such as banking, chartered and cost accounting firms and legal may be invaluable assistance to entrepreneur. In addition to providing their service they may enter in to the venture team and entrepreneur also welcomes them in to venture community in case he needs their assistance to solve the threads and overcome from the obstacles. So choose them with very care and

entrepreneur may follow general guidelines to the selection of professional advisers or organisations. For banks, find out the criteria for lending under various arrangements and how the loan limits will be modified or extended. Reputation, personal relationship and the depth of understanding between the enterprise and the professional should be important criteria in the selection of any service firm. References will not only help for selection but also help how to work with that particular organisation.

Executive summary

The executive summary is entrepreneur option to highlight the significant aspects. A summary of business plan which should be briefly illustrated and should make highlights the following features:

- Mission, Vision and objectives,
- Entrepreneurs' quality and experience
- The management team with essential different skills
- The product's innovative and unique features
- The market potential and marketing strategy
- Financial consideration and forecasted financial reports
- ROI to the venture capitalist in the form of capital gains than dividends

Conclusion and suggestion

Planning is a continuous process. Once business plan is prepared, entrepreneur should not consider it finished. It is a document that will guide the formation and growth of business he should continually revisit it, especially in the market analysis. If the changes are significant, then it should be edited to revise. However, what is written in the business plan will depend heavily on how entrepreneur intend to convey the data to financiers. The business plan is a benchmark against which to measure of a performance. The management of an enterprise which is performing at hundred percent of plans is likely to conservative itself on its collective. The venture capitalist can help the management to orient a potential problem in the situation. Here the venture capitalists can the monitor continuously that draws the line on spending and maintains an orderly and profitable growth rate.

All entrepreneurs have to keep in mind that potential ventures are brought to the venture capitalists' attention from several sources. Around one-fourth results from unsolicited cold calls. Almost two thirds are referred to venture capitalist from a variety of sources including other venture capitalist, banks, chartered accountants, lawyers, and consultants of various types. Since the typical venture capitalist receives for more proposals than can possibly be funded, most venture capitalists spend more time with those proposals which come through

someone with whom the venture firm has worked previously. In addition, most venture capitalists apply criteria to reduce the set to a more manageable number for more in-depth evaluation. Among the criteria used for screening which contains the size of the investment and investment policy of the venture fund; the stage of financing; the technology and market sector of the venture and the geographic location of the venture. Be certain to have checked on these criteria before approaching the venture financial institutions.

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A STUDY ON PERFORMANCE OF PAPER INDUSTRY IN TAMILNADU: WITH REFERENCE TO TNPL

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Abstract

The study was basically restricted to companies listed in Bombay Stock Exchange. Physical and market performance of the companies were not paid any attention because good performance in them would ultimately be reflected in the financial variables which is taken for consideration. A random sample of one large size paper companies has been taken up for the study. The study has taken financial, accounting and data covering a period of ten years from the financial year 2005-06 to 2014-15. By identify the important key variables namely capacity utilization, production and sales which influences more attention to improve their performance.

Introduction

From just 17 mills in 1951 with a capacity of 0.14 million tonnes, the industry has grown to 825 mills with a capacity of 15.3 million tonnes. In a span of last two decades the industry has grown by almost 4 times. The number of mills has increased from 330 in 1991 to 825 in 2012. The total installed capacity of the industry has grown at a compounded annual growth rate (CAGR) of 6 per cent over the past decade. Average capacity of the Indian mills has increased from 14,200 tonnes per annum to 22,100 tonnes per annum between 2001 and 2011. Considering mills with capacity greater than 100,000 tonnes per annum (TPA) as large scale, between 10,000 to 100,000 TPA as medium scale, and below 10,000 TPA as small scale, the distribution in terms of number and capacity is detailed in the table below.

The 32 large scale mills are only 5% of the total number of mills in the Indian paper industry, however, they contribute to 28% of the installed capacity. Medium scale mills contribute 63 percent of the total installed capacity while the large number of small scale mills contributes to only 9 per cent of the industry's capacity. While the paper industry comprises a number of small scale mills, relatively large mills continue to contribute to a sizable share of total production. In 2012, around 88 mills in the industry with capacities higher than 50,000 TPA contributed to 53 per cent of the industry's installed capacity. With an increase in demand in the last five years, large scale mills have reported capacity utilizations as high as 80 per cent and above. Assuming a conservative 75 per cent capacity utilization, these 88 mills contribute to around 60 per cent of the total production in the country. This characteristic has been long standing- in 2000 mills with capacities higher than

50,000 TPA produced nearly 59 per cent of the India's total pulp and paper production.

Scope of the Study

The study was basically restricted to companies listed in Bombay Stock Exchange. Physical and market performance of the companies were not paid any attention because good performance in them would ultimately be reflected in the financial variables which is taken for consideration. A random sample of one large size paper companies has been taken up for the study. The study has taken financial, accounting and data covering a period of ten years from the financial year 2005-06 to 2014-15. By identify the important key variables namely capacity utilization, production and sales which influences more attention to improve their performance.

Objectives of the Study

The following are the main objectives of the study.

1. To trace out the growth and progress of the TNPL.
2. To evaluate the trend of efficiency of the TNPL.
3. To analyse the sales and profitability performance of the TNPL

Methodology

Sources of Data

The data required for the study have been obtained from secondary sources. The data have been collected from the Centre for Monitoring Indian Economy (CMIE) prowess data base and capital line data base. Information has also been collected from published Annual Reports, Annual Survey of Industries, The Stock Exchange Official Directory, Centre for Industrial and Economic Research (CIER's) Industrial Data Book,

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Publications of the Indian Pulp and Paper Technical Associations of the Indian (IPPTA) and from official websites of selected companies.

Selection of the Sample

The Study is Base Secondary Sources of Data. The study is confined to the paper industry. A random sample of single large size paper TNPL listed in Bombay Stock Exchange, in India was taken up. The study covers a period of ten years from 2005-06 to 2014-15.

Statistical Tools Used

To analyse the performance of large-scale paper companies, various techniques have been applied. Techniques like ratio analysis, mean, standard deviation, and co-efficient of variation and percentage analysis.

Limitations of the Study

The present study is subjected to the following limitations.

1. The financial performance of small-scale and medium scale companies has not been considered in the present study.
2. The present study has analysed the performance TNPL
3. The effect of inflation has not been considered.

Profile Of Tamilnadu News Print And Papers Limited(TNPL)

Paper Industry In Tamilnadu

Tamil Nadu Newsprint and Papers Limited (TNPL) was promoted by the Government of Tamil Nadu in the year 1979 to produce Newsprint and Printing & Writing Paper (PWP) using bagasse as the primary raw material. The factory is located at Pugalur in Karur District. The plant was commissioned in 1984 with an initial capacity of 90,000 tons per annum. Since then, the company has enhanced the capacity to 4,00,000 tonnes per annum in four phases. In tandem, the pulping capacity has been increased from 300 tonnes per day (tpd) in 1984 to 1,180 tonnes per day as of date. Over the years, the production capacity has been increased to 2,45,000 tpa and the Company has emerged as the largest bagasse based Paper Mill in the world consuming about one million tonnes of bagasse every year.

The Company completed a Mill Expansion Plan during December 2010 to increase the mill capacity to 4,00,000 tpa. TNPL exports about 1/5th of its production to more than 50 countries. Manufacturing of quality paper for the past two and half decades from bagasse is an index of the company's technological competence. A strong record in adopting minimum impact best process technology, responsible waste management, reduced pollution load and commitment to the corporate social responsibility make the company one of the most environmentally compliant paper mills in the world.

Paper Industry Scenario

India holds 15th rank among paper producing countries in the world. Total installed capacity is approximately 12.75 million tonnes. The per capita consumption of paper is around 11 Kgs. against the global average of 56 Kgs. and Asian average of 40 Kgs. The industry is fragmented with over 750 paper mills, of which only 50 mills have a capacity of 50000 tpa or more. The industry is working at 89% capacity utilization. India's share in world paper production is about 2.6%

The current demand is estimated at 13.10 million tonnes with domestic production of 11.38 million tons, export of 0.53 million tones and import of 2.25 million tons. The demand is projected to increase to 23.50 million tonnes by 2024-25. India is the fastest growing market for paper in the world with a growth rate of about 6% per year. Increase of per capita paper consumption by 1 kg will increase the demand by about 1.25 million tonnes per annum.

Strategy

TNPL's operational and financial performance is one of the best in the Indian Paper Industry. TNPL's success is largely related to the following strategies:

1. Sustainable growth,
2. Efficient cost management,
3. Financial re-engineering
4. Customer centric,
5. Innovation and
6. Management of Human Resources

The Success Drivers

Environment Management

Environment improvement is a priority area for TNPL. Continuous studies are undertaken to reduce the water consumption and improve the quality of effluent. Compliance to pollution control norms and CREP regulations are strictly adhered to.

Raw material Management: Bagasse

TNPL is the largest producer of paper from bagasse (a waste product in the sugar industry). TNPL uses about 1 million tonnes of depithed bagasse for producing 4,00,000 MT of Printing & Writing Paper. TNPL sources bagasse from sugar mills on barter basis in exchange of steam. Long term agreements have been entered into with eight sugar mills in the State for sourcing bagasse in exchange of steam. Shortfall, is met through open market purchases.

Technology - Nurturing New Horizons

TNPL is an acknowledged leader in the technology of manufacture of paper from bagasse – the sugar cane residue. Started with an initial capacity of 90,000 MT

per annum on a single Paper Machine, the Mill doubled the capacity to 1,80,000 tonnes per annum in the year 1995 by addition of one more Paper Machine. Both the paper machines were upgraded in 2002 to enhance the capacity to 2,30,000 tonnes per annum. Under the Mill Development Plan (MDP) completed during May 2008, the pulp production capacity was increased from 520 tpd to 720 tpd with Elemental Chlorine Free (ECF) bleaching. Along with this, the Paper Machines capacity was increased to 2,45,000 tonnes.

In 2011, TNPL installed a new state-of the-art paper machine with an annual capacity of 1,55,000 MT, raising the mill's production capacity to 4,00,000 MT per annum. Subsequent to increase in the production capacity to 4,00,000 tonnes per annum, TNPL has set up a 300tpd deinked pulp plant, revamped the steam and power system, increased the captive power plant capacity to 103.62 MW and set up a 600 tpd cement plant to produce high grade cement using mill waste materials namely Lime sludge & Fly ash. Currently the cement plant capacity is being enhanced to 900 tpd. The project will be completed by December 2015.

Environment Protection

Nurturing the Environment

TNPL believes that the environment and associated natural capitals must be protected and used in a sustainable way to cater the today's demand as well as the needs of future generations.

TNPL is committed to:

- Produce Eco-friendly quality paper adopting environment friendly technologies
- Improve environmental performance through sustained R & D efforts and continual improvement in the processes Comply with all relevant environmental legislation and regulation
- Stimulate rational use of resources through behavioral and technological Improvements
- Minimise waste and maximize recycling / reuse
- Creating social and ecological awareness among our work force. Resource Conservation The mill has used 785755 MT of de-pithed bagasse during the year as primary raw material for manufacture of paper. Utilization of bagasse as fibrous raw material has conserved about 6.6 lakhs MT of wood in the year 2014-15.

TNPL has launched a new "Ecofriendly" product during September 2014 under a new brand name "GreenPal" produced using only Bagasse and recycled fibres. No tree is cut down for production of this product, thus making it a totally environmental friendly product. TNPL

has installed and commissioned a state-of- the-art de-inking plant of a capacity of 300 tonnes per day during 2013 to produce pulp from waste paper. The deinked pulp produced in 2014-15 has resulted in conservation of 1.4 lakh tons of virgin wood. The mill has implemented various water conservation projects and has reduced water consumption to 51KL Per ton of paper during 2014 -2015 which is one of the lowest in paper industry.

Nurturing the Society

As the **Companies Act, 2013** mandates every company having net worth of Rs.500 cr. or more or turnover of Rs.1000 cr. or more or a net profit of Rs.5 cr. Or more during any financial year, to constitute a CSR Committee of the Board, the Company has constituted a CSR Committee with the Independent Directors as its Members and the Chairman of the Audit Committee as the Chairman of CSR Committee. The CSR Committee has approved an overall expenditure of Rs.373 lakhs for CSR activities for the financial year of 2014-15. In line with the recommendation of the CSR Committee for an expenditure of Rs.373 lakhs towards CSR activities during 2014-15, the company has spent about Rs.372.57 lakhs from April 2014 to March 2015.

The amount has been spent under 5 broader heads viz., Education, Health care, Socio-Economic Development and Security, Environment and Culture and Heritage. The CSR expenditure is in excess of 2% of average net profit of the previous three years. In every financial year, at least two percent of the average net profit of the company made during three immediately preceding financial years is being allocated to undertake CSR activities.

Accordingly, the total profit before tax for the immediately preceding previous three years viz., 2012-2013, 2013-2014 and 2014-2015 comes to Rs. 558.91 crores. The average profit per annum works out to Rs. 186.30 cr. 2% of average profit comes to Rs. 373 lakhs and this amount will be spent for CSR activities for the year 2015-2016.

Table 1 shows the dividend status of TNPL, Dividends were remaining unpaid due to non-confirmation of their new addresses by the concerned shareholders. The unpaid dividends were returned by the postal authorities. Effective follow-up by the Company has resulted in Unpaid Dividends being consistently below 0.5% of the total dividends. As and when the shareholders communicate the new address, the dividend is sent to the shareholders. At the end of seven years, the unpaid dividend is transferred to Investor Education & Protection Fund. The table 1 and graph 1 given below summarize the status of Unpaid Dividends.

Table - 1 : Dividend status for the year 2007-08 to 2013-2014

year	Share capital	Dividend (%)	Dividend amount	Dividend paid	% of paid dividend	Unpaid as on 31.03.2015	% of unpaid dividend
2007-08	6921.06	25	1730.27	1724.77	99.68	5.50	0.32
2008-09	6921.06	45	3114.48	3106.60	99.75	7.88	0.25
2009-10	6921.06	45	3114.48	3103.07	99.63	11.41	0.37
2010-11	6921.06	50	3460.53	3448.99	99.67	11.54	0.33
2011-12	6921.06	50	3460.53	3448.09	99.64	12.44	0.36
2012-13	6921.06	50	3460.53	3448.28	99.59	14.25	3.41
2013-14	6921.06	60	4152.63	4134.30	99.56	18.33	0.44

Source: Annual report of TNPL

The Success Drivers

Environment Management

Environment improvement is a priority area for TNPL. Continuous studies are undertaken to reduce the water consumption and improve the quality of effluent. Compliance to pollution control norms and CREP regulations are strictly adhered to.

Raw material Management: Bagasse

TNPL is the largest producer of paper from bagasse (a waste product in the sugar industry). TNPL uses about 1 million tonnes of depithed bagasse for producing 4,00,000 MT of Printing & Writing Paper. TNPL sources bagasse from sugar mills on barter basis in exchange of steam. Long term agreements have been entered into with eight sugar mills in the State for sourcing bagasse in exchange of steam. Shortfall, is met through open market purchases.

Raw material management: Pulpwood

To improve the availability of pulpwood, TNPL has implemented two plantation programmes i.e., Farm Forestry & Captive Plantation. High-yielding seedlings and clones are supplied to farmers at subsidised rates. TNPL guarantees farmers purchase of pulpwood at market price.

TNPL has added 5,783 acres of plantations during the year. Since the introduction of the schemes in 2004-05, TNPL has raised in 1,05,968 acres of land involving 20,218 farmers. TNPL plantation programmes started yielding benefits from 2009-10. TNPL has procured 73,533 MT of pulpwood from plantation sources during the current year and in total 7.42 lakhs of MT since 2009-10 till 2014-15.

Fuel Management

TNPL uses solid fuel in the power boilers and black liquor in the recovery boiler to generate steam. Black liquor solid has now been recognized as bio-mass. Power

generated from the steam produced in the recovery boiler is eligible for Renewable Energy Certificates (RECs). During the year, TNPL has received 127588 RECs. TNPL is the First Company in the Paper Industry to have availed this benefit. Since 16.1.2012 till 31.3.2015, TNPL has generated revenue of Rs. 38.42 cr. through sale of RECs.

Water Management

TNPL sources water from the river Cauvery. TNPL has installed a series of rain water harvesting structures in the factory campus. With the implementation of various water conservation measures, the overall water consumption is 51 Kl per ton of paper- the lowest in the Industry. Continuous efforts are made to further reduce water consumption.

Energy Management

TNPL has four power boilers and four turbo generators with a total power generation capacity of 103.62 MW. TNPL is 100% self sufficient in power. Surplus power about 7 MW is exported to TANGEDCO. TNPL installed its first Wind Farm of 15MW capacity during 1993-94 at Devarkulam and Perungudi in Tirunelveli District. Since then, TNPL has progressively increased its Wind Farm capacity to 35.5 MW. Wind Power is exported to the grid. A small percentage is wheeled for self consumption.

Marketing Management

TNPL has stopped producing newsprint as it is uneconomical to produce newsprint from virgin fiber. The Company is utilizing its resources exclusively for production of Printing & Writing Papers. TNPL sells its products across the country. The domestic market is served through a wide network of dealers.

The Company has strengthened the network by appointing more dealers. TNPL exports its products to 35 countries around the world. During the year, the company has exported 72815 MT of printing and writing paper against 65875 MT in the previous year 2013-14.

Table - 2 : Wind Farm Capacity (Mega Watt(Mw))

Year	Mega watt
1994	15
2001	18
2004	21.75
2006	28
2007	35.5

Source: Annual Report

Table 2 and figure 2 shows that the wind farm capacity from 1999 to 2007; TNPL has installed the first wind Farm of 15 MW capacity during 1993-94 at Devarkulam perungudi, Tirunelveli District. Since then the company has increased the wind farm capacity to 35.5 MW in stages. Presently, the wind farm power is being sold to the grid with a small quantum of wheeling towards the energy consumed at the corporate office.

Table - 3 : Power Generation Capacity Mega Watt

Year	Mega watt(Mw)
1984	26
1995	36.5
2001	61.12
2007	81.12
2013	103.62

Source: Annual Report

Table 3 and figure 3 deals with the TNPL has four power boilers and four turbo generators with a total power generation capacity of 103.62 MW. TNPL is 100% self sufficient in power. Surplus power about 7 MW is exported to TANGEDCO.

Table - 4 : Capacity Growth Paper(Tonnes Per Annum(Tpa))

Year	Tonnes p.a(Tpa)
1984	90000
1996	180000
2002	230000
2009	245000
2011	400000

Source: Annual Report

Table 4 and charts 4 shows that the capacity of paper production per annum; The plant was commissioned in 1984 with an initial capacity of 90,000 tons per annum in the year 1984. Since then, the company has enhanced the capacity to 4,00,000 tonnes per annum in (2011) four phases. In tandem, the pulping capacity has been increased from 300 tonnes per day (tpd) in 1984 to 1,180 tonnes per day as of date. (Table - 5)

Table - 5 : Performance TNPL (In Lakhs)

year	Book Value Per Share	EPS(Rs.)	Dividend (%)	Debt (LTL) to equity
2005-06	75.44	11.66	30	0.42
2006-07	83.27	12.43	40	0.84
2007-08	92.46	16.30	45	0.62
2008-09	95.99	15.52	45	0.88
2009-10	116.24	18.21	45	1.19
2010-11	132.32	21.53	50	1.17
2011-12	140.25	15.74	50	1.21
2012-13	149.61	13.22	50	0.97
2013-14	165.58	23.29	60	0.89
2014-15	173.62	24.09	60	1.32
Mean	122.48	17.20	47.50	0.95
SD	33.19	4.24	8.44	0.27
CV(%)	27.10	24.63	17.77	28.24
Min	75.44	11.66	30.00	0.42
Max	173.62	24.09	60.00	1.32

It is observed from the table 5 , book value per share ranged between Rs.75.44lakhs and 173.62 lakhs during the study period. The mean value of share is Rs.122.48 lakhs and second half of the study periods touched the above average. The co-efficient book value of share is 27.10 percent, which implies that the consistency in book value of share.

It is evidenced from the table 5, EPS ranged between Rs.11.66 and Rs.24.09. The EPS value of TNPL is fluctuated during the period 2005-06 to 2014-15 and very low standards deviation valued is observed.

The percentage of dividend is ranged between 30 % in 2005-06 and 60% in 2014-15 and it is also observed that dividend performance shows an increasing trend, which implies that; the TNPLS's earning capacity is commendable.

The Financial mix of TNPL is ranged between 0.42 times in the year 2005-06 and 1.32 times in 2014-15. The average debt-equity ratio is 0.95 times and it is the below the standard norms of 2:1, which implies that the TNPL has depending upon the internal equities.

Table - 6 : Sales and Profitability Performance of TNPL

YEAR	SALES (Rs.in Lakhs)	PBIDT (Rs.in Lakhs)	PAT (Rs.in Lakhs)
2005-06	80141	18768	8055
2006-07	88040	21455	8606
2007-08	96965	26266	11283
2008-09	110030	30792	10738
2009-10	107362	31980	12606
2010-11	122504	36274	14899
2011-12	153899	43543	10894
2012-13	188118	42207	91894
2013-14	230195	52320	16118
2014-15	215237	52236	16673
MEAN	139249.10	35584.10	20176.60
SD	51675.07	11270.55	24067.53
CV(%)	37.11	31.67	119.28
MIN	80141.00	18768.00	8055.00
MAX	230195.00	52320.00	91894.00

Table 6 and figure 6 shows the revenue results of TNPL from the year 2005-06 to 2014-15, the sales performance shows increasing trend during the study period. It is observed that the mean value of sales Rs.139249.10 lakhs and it attained the above average in the second half of the study period. The co-efficient of variation is 37.11% it shows the consistency in sales performance. The sales revenue ranged between Rs.80141 lakhs in 2005-06 and maximum in 2013-14 about Rs.230195 lakhs.

The Gross Margin (PBIDT) performance of TNPL is ranged between Rs.18768 lakhs in 2005-06 and Rs.52320 lakhs in 2013-14. The average PBIDT is Rs.35584.10 lakhs . It achieved the above average in the second half of the study period from 2009-10 to 2014-15.

It is evidenced from the table 6, NET margin PAT is varied between Rs.8055 lakhs in 2005-06 and Rs.91894 lakhs in 2012-14. The mean value of PAT is observed as about Rs.20176.60 Lakhs. And the co-efficient of variation of PAT is 119.28 percent.

Findings and Suggestions

- Paper production increased to 371637 MT, 28331 MT higher than the previous year 2011-12. Paper sales increased to 391843 MT (in 2013 -14) against 373229 MT in the previous year 2012-13. Sales turnover crossed Rs. 2000 crore for the first time.

- Paper production increased to 387714 Mts(2013-14), 16077 Mts(2012-13) higher than the previous year.
Sales turnover crossed Rs.1800 Crores for the first time(2011-12).Sales crossed Rs.2000 crore in 2014-15 for the second consecutive year in the Company's history.
- TheWind Farm generated 586.59 lakh units of "Green Power" and earned a profit of Rs.5.82 Crores in 2014-15.
- The Bio-Methanation plants generated 101.33 lakh Cubic Metres of methane gas, 13.98 lakh Cubic Metres higher than the previous year 2011-12.
- The methane gas consumed in lime kiln has saved 5966 Kl of furnace oil valuing Rs.23.89 Crores.
- Pulpwood plantation was raised in 9686 acres during the year2012-2013. Total pulpwood plantation has been increased to 91711 acres.
- Received 136,738 Renewable Energy Certificates (RECs) for generating power using exclusively steam produced in the Recovery Boiler.
- 600 tpd Cement Plant was commissioned on 30.01.2013.
- Received the first prize of "Green Award 2012" from the Department of Environment and Forests, Government ofTamil Nadu.
- Received the "**Green Energy and Bio-fuelAward 2012**" from Pulp and Paper International (PPI) magazine in competition with many global players.
- Received "**IPMA Paper Mill of the YearAward**" for the year 2012 from Indian Paper Manufacturers Association (IPMA), New Delhi for the third time.
- Received the award of "**Excellent Energy Efficient Unit**" for the year 2012 from Confederation of Indian Industry (CII)
- Achieved ZERO stock of Printing and Writing Paper at the end of the year 2013 -14.
- Produced 113904 tons of Cement using lime sludge and fly ash generated in the Paper Mill. TNPL is the First and only Company in the Paper industry to have established this facility
- Commissioned De-inking pulp plant of a capacity of 300 tpd.
- Augmented the captive power generation capacity to 103.62 MW. from 81.12 MW. Surplus power is exported
- Generated 96.64 lakh cubic metres of methane in the two Bio- methanation plants and saved usage of 5766 kl. of furnace oil valuing Rs. 24.54 crores.
- Generated 522.07 lakh units of 'Green Power' from the two wind farms
- Overall Water consumption was reduced to 42 Kl. per MT of paper.
- Commissioned 100 tonnes per day Wet Ground Calcium Carbonate plant on BOO basis.
- Commenced works relating to setting up a state-of-the-art Multilayer Double Coated Board Plant of a capacity of 200,000 tons per annum in Manaparai Taluk, Trichy District. The project is scheduled to be completed by December 2015.
- Return On Equity (ROE) is 14.06% and Payout ratio is 30.14%.
- Dun & Bradstreet, Mumbai, has selected TNPL as the Top Indian Company under the sector Paper for **Dunn & Bradstreet Corporate Awards 2014**,, third time in a row.
- Received the "**Environmental Best Practices Award 2013**" from Confederation of Indian Industry (CII).
- Profit Before Tax of Rs.230.13 crore was an all time record.
- Profit After Tax of Rs.166.73 Crore exceeded the PAT achieved in 2013-14 by Rs. 5.60 Crore.
- Export sales leaped from 65875 Mts. to 72815 Mts.
- Substantial progress has been made in the execution of the Multilayer Double Coated Board Plant to increase capacity from 4,00,000 tpa to 6,00,000 tpa. The project is likely to be completed by December 2015.
- De-inked Pulp Production was 32792 Mts. against 29185 Mts in the previous year higher by 3607 Mts.
- Cumulatively 1,05,968 acres of land have been brought under Company's Farm Forestry and Captive Plantations schemes, benefitting 20,218 farmers in 29 districts of Tamilnadu.
- Cement production increased to 161910 tons in 2014-15, against 113904 tons in the previous year 2013-14. **TNPL is the First and Only Company in the Paper industry to have established the facility for producing high grade cement from mill waste (Lime sludge & fly ash).**
- 6208.84 lakh units of power were generated. 5841.57 lakh units were consumed. 367.27 lakh units were exported to the state grid. Power drawn from State Grid constitutes only 1.52% of total power consumed.
- Received 127588 Renewable Energy Certificates (REC) for power generated from the steam produced in the Recovery Boiler. 48200 RECs were sold during the year yielding revenue of Rs. 7.12 crores
- The company repaid on schedule Term Loans amounting to Rs.359.89 crores.

- **Launched a new “Eco-friendly” product during the year under the brand name “Green Pal”. This paper is produced from Bagasse and recycled fibres.** No tree is cut for production of this product, thus making it a totally environmental friendly product.
- Up gradation of cement production capacity set up as part of Lime Sludge and Fly ash Management from 600 tpd to 900 tpd. The Project is expected to be completed by December 2015.
- Setting up a Centre for Conversion of Paper and Packing Board (CCPPB) by acquiring 38.40 acres of land with an Industrial shed measuring 11,248 Sq.Mts at Mayanur in Karur district for paper conversion centre and units related to paper industry. This project is expected to be completed by December 2015.
- Dun & Bradstreet, Mumbai, has selected TNPL as the Top Indian Company under the sector Paper for Dun & Bradstreet Corporate Awards 2015, fourth time in a row.
- Confederation of Indian Industry(CII) in its **15th National Award for Excellence in Energy Management 2014**, has selected TNPL as one of the 49 companies for the ‘Excellent Energy Efficient Unit’ Award.
- The Company has received **“IPMA Paper Mill of the year Award”** for the year 2013-14 from Indian Paper Manufacturers’ Association (IPMA). The company has received the above award fourth time.

The mean book- value of share is Rs.122.48 lakhs and second half of the study periods touched the above average. The co-efficient book value of share is 27.10 percent, which implies that the consistency in book value of share.

EPS ranged between Rs.11.66 and Rs.24.09. The EPS value of TNPL is fluctuated during the period 2005-06 to 2014-15 and very low standards deviation valued is observed.

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The average PBIDT is Rs.35584.10 lakhs . PBIDT achieved the above average in the second half of the study period from 2009-10 to 2014-15.

The NET margin PAT is varied between Rs.8055 lakhs in 2005-06 and Rs.91894 lakhs in 2012-14. The mean value of PAT is observed as about Rs. **20176.60** Lakhs. And the co-efficient of variation of PAT is 119.28 percent.

Conclusion:

India holds 15th rank in the world among paper producing country. There are only two large size paper manufacturing unit in Tamilnadu. The sample unit of the study is TNPL, it was commissioned in 1984. It is a Government of Tamil Nadu undertaking, bagasse based material procuring and paper manufacturing company, in 1984 the installed capacity was 90000 tpa and it was grown up to 400000 tons per annum installed capacity at present with adaptation of latest technology. It has got several awards from the Government. The TNPL’s production, sales and profitability position is commendable. Hence, the study concludes that financial position of the TNPL is good during the study period.

A STUDY ON EMPLOYEES BENEFITS AND COMPENSATION ON DYEING UNITS AT TIRUPUR CITY

Dr.M.Vasantha¹

N.Deepalakshmi²

Abstract

Employee compensation refers to the benefits (cash, vacation, etc.) that an employee receives in exchange for the service he provides to the employer. Employee compensation is the total amount which an employee can expect to receive when working for an organization. In general, indirect and non-cash compensation paid to an employee. Some benefits are mandated by law (such as social security, unemployment compensation, and workers compensation), others vary from firm to firm or industry to industry (such as health insurance, life insurance, medical plan, paid vacation, pension, gratuity). Employees nowadays are not willing to work only for the cash but also expect 'extra'. This extra is known as employee benefits which is also known as fringe benefits, Employee benefits are non-financial form of compensation offered in addition to cash salary to enrich workers' lives.

Brief description of the research topics

Tirupur cluster is estimated to be one lakh distributed to skilled, semi skilled and unskilled workers and another one lakh people are employed in activities which relate to the forward, and backward linkages within the industry such as cotton ginning, yarn, spinning, embroidery, calendaring, heat setting, compacting, printing of different types, label making, ballooning, stuttering, button making, dyeing, zip making, plastic hangers making, polythene bag making, packing and the numerous other related service activities which are increasing in number. These workers are mainly from neighboring villages and from agricultural districts that faces severe unemployment problem. The wages are settled mostly on piece rate basis, however wide wage differences exist due to variations in the nature of work and the stages of knitwear production.

Employee compensation refers to the benefits (cash, vacation, etc.) that an employee receives in exchange for the service he provides to the employer. Employee compensation is the total amount which an employee can expect to receive when working for an organization. In general, indirect and non-cash compensation paid to an employee. Some benefits are mandated by law (such as social security, unemployment compensation, and workers compensation), others vary from firm to firm or industry to industry (such as health insurance, life insurance, medical plan, paid vacation, pension, gratuity). Employees nowadays are not willing to work only for the cash but also expect 'extra'. This extra is known as employee benefits which is also known as fringe benefits, Employee benefits are non-financial form of compensation offered in addition to cash salary to enrich workers' lives.

Statement of the problem

Global competition determines success of an organization depends upon the skilled and knowledgeable work force. Companies want to attract, retain and motivate human brains to meet objectives. Today humans are regarded as one of every company's assets so they need to be efficiently and effectively managed. One of the tools companies use to attract, retain and motivate its people is compensation and benefits.

Tirupur dyeing industry has ever demanded and most profitable one in Tamilnadu. Tirupur industries make huge profit compare to other businesses. But in reality, the employees' economic and social status does not grow. So these industry oriented factories affected employees retention and low level of productivity. Because of unmatching employees' compensation and benefits according to the work and prize index rate, the industry facing employee retention, grievances and low level of productivity. The management has to take necessary steps to overcome the problems and improve the compensation and benefits packages of employees.

The present study is an attempt made by the researcher to study the benefits available to them and the compensation which can be provided to them by the particular sector namely the Dyeing units in Tirupur.

Title of the study

"A Study on Employees Benefits and Compensation on Dyeing units at Tirupur city"

Scope of the study

This study covers the analysis of employees benefits and compensations in dyeing units at Tirupur city. This

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study focus on Retirement benefits, Fringe benefits, Work place facilities, Salary, Additional income, Salary related benefits and other level of employee benefits and compensation. which find out the scope to re-structure the dyeing unit employees benefits and compensation.

Significance of the study

Benefits and compensation are the better ways and means to enhance the employees and to ensure their work culture in the organization. The workforce in Indian context is mostly of traditional in nature and has no training towards alternative sources of employment and these workforces have to depend on what they know than on what they want. The industrial base employment is an attraction after industrialization and has been very slow, over the time it has picked up due to slow down in agricultural operations and growth in the population. The emergence of secondary sectors like mining, housing, construction and textiles oriented towards trade and commerce have been the alternative employment employing the unskilled or semi skilled labour force. One such is the dying industry more attached to weaving and garmenting. There were more than 1000 dyeing units in Tirupur area and due to environmental issues some of these units closed and today there are 730 units functioning and these units employ unskilled labour forces who are toil for their livelihood. Thus an attempt is made by the researcher to study and understand the employee benefits and compensation available to these employees in dyeing units operating in Tirupur.

Objectives of the study

1. To Analysis the salary benefits in dyeing units at tirupur.

2. To find-out work place facilities provided by industries at Tirupur.
3. To know the level of satisfaction of the employees with the benefits provided by the management of industries at Tirupur.

Research design

Nature of the study is survey method. The researcher has preferred ten (10) units for the study. From these ten units, the sample size is selected based on the proportionate random sampling design which is used to collect data. The size of the study is 535. To frame the tools, the researcher had a discussion with academicians, experts and professionals of dyeing units and along with reviews of the related literature decided the dimensions of employees' benefits and compensations. Variables used in the study are socio demographic profile and dimensions of Retirement benefits, Fringe benefits, Work place facilities, Salary, Additional income, Salary related benefits and other benefits. Statistical techniques used in the study mean, standard deviation, chi-square, one way ANOVA, t test, F test, KARL Pearson Co-efficient Correlation test, Mann-Whitney and Kruskal Wallis test.

Period of study

The entire research study went for three years and the study is about the employee's benefits and compensation in dyeing units at Tirupur city (2012 to 2015).

Sampling procedures

There are ten (10) units selected for the study. From these ten units, the sample size is selected based on the proportionate random sampling method. Here the following table reveals that the sample size to be proportionate. (**Table - 1**)

Table - 1

S. No	Name of the company	Total Men	Total Women	Total	Sample Men	Sample Women	Total Sample
1.	Victus dyeing	180	10	190	54	3	57
2.	Allwin textile processing mills	150	-	150	45	-	45
3.	Parvathi Dyeing	160	10	170	48	3	51
4.	Sai Textile Processors	170	24	194	51	7	58
5.	Sri Valli Textiles	135	5	140	40	2	42
6.	KPM Textile processing Mills	260	20	280	78	6	84
7.	Sri Lakshmi Textile processors	200	20	220	60	6	66
8.	Jeyavishnu textiles	190	50	240	57	15	72
9.	MS Dyeing	70	10	80	21	3	24
10.	Divya colours	105	15	120	31	5	36
	Total	1620	164	1784	485	50	535

The sample size of the present study is 535, which is selected by using proportionate random sampling. The proportion can be displayed in the above table.

Hypotheses

- There is no significant association between age of the respondents and their overall benefits and compensation
- There is no significant difference between gender of the respondents and their overall benefits and compensation
- There is no significant difference between marital status of the respondents and their overall benefits and compensation
- There is no significant difference between educational qualification of the respondents and their overall benefits and compensation

Limitations of the study

Some of the difficulties encountered by the researcher are

- Finding the required respondents during their working hours is difficult owing to the availing of personal leave by them.
- Contacting respondents, getting them free from work and motivating them to answer the questionnaires took more time
- Results arriving from interpretation of data may not be applicable to other industries
- Cent percent generalization from the data may not be advisable.

Hence the above mentioned difficulties were sportively faced by the researcher.

Analysis and interpretation:

Opinion of respondents about work place facilities

Table -2

Work place facilities	Highly satisfied	dissatisfy	No opinion	Satisfy	Highly Satisfy
Ventilation	77(4.4%)	44(8.2%)	80(15%)	176(32.9)	158(29.5%)
Drinkin water Facilities are good	35(6.5%)	72(3.5%)	101(18.9%)	144(26.9%)	183(34.2%)
Locker dresschanning room is good condition	103(19.3%)	123(23%)	93(17.4%)	109(20.4%)	107(20%)
Safety measure and equipment are good	59(11%)	81(15.1%)	126(23.6%)	146(23%)	123(23%)
Toilot,rest room facilities are good	61(11.4%)	112(20.9%)	115(21.5%)	123(23%)	124(23.2%)
Dining room facilities are appreciable	74(13.8%)	89(16.6%)	108(20.2%)	123(23%)	141(26.4%)

The above table Displays that respondent's opinion about work place facilities. The first statement express that 32.9 % of the respondents were satisfied and 29.5 % of the respondents were highly satisfied

The second statement show that 34.2 % of the respondents were highly satisfied and 26.9 % of the respondent were satisfied the statement that drinking water facilities were good 18.9 % of the respondent were expressing no opinion about the statement. It is concluded that majority (61.1%) of the respondent satisfied the statement that drinking water facilities were good.

The third statement portray that 23 percent of the respondents were satisfied the locker dress channing room is good condition 20.4% of the respondents were satisfied and 20 % of the respondents were highly satisfied

The forth statement displays that 27.3 % of the respondents were satisfied and 23% of the respondents were highly satisfied the statement that safety measure and equipment were good.

The fifth Statement explains that 23.2 % of the respondents were highly satisfied and 23 % of the respondent were satisfied the statement that toilet,rest room facilities were good.

The sixth statement shows that 26.4 % were highly satisfied and 23 % of the respondents were satisfied the Statement that Dining room facilities were appreciable

Opinion about salary related benefits

Table -3

Work place facilities	Highly satisfied	dissatisfy	No opinion	Satisfy	Highly Satisfy
House rent allowance	63(11.8%)	85(15.9%)	93(17.4%)	121(22.6%)	173(32.3%)
Dearness allowance	86(16.1%)	93(17.4%)	105(19.6%)	113(21.1%)	138(25.8%)
Medical allowance	93(17.4%)	89(16.6%)	103(19.3%)	120(24.3%)	130(25.4%)
Provident fund	76(14.2%)	98(18.3%)	113(21.1%)	112(20.9%)	136(25.4%)
Advance provided by the management	84(15.7%)	62(11.6%)	90(16.8%)	143(26.7%)	156(29.2%)

The above table shows that the first measurement 32.3% of the respondent were highly satisfied and 22.6% of the respondent were satisfied the statement that house rent allowances were satisfied.

The second statement show that 25.8 % of the respondents were highly satisfied and 21.1 % of the respondent were satisfied the statement that Dearness allowance is very satisfied. 19.6 % of the respondent were expressing no opinion about the statement. It is concluded that majority (46.9%) of the respondent satisfied the statement that Dearness allowance is very satisfied.

The third statement portray that 24.3% of the respondents were highly satisfied and 24.3 % of the respondent were satisfied the statement that medical allowance provided by the management were good.

The fourth statement displays that 25.4 % of the respondents were highly satisfied and 21.1% of the respondents were expressing no opinion about the statement that provident fund contribution if satisfied.

The fifth Statement explains that 29.2 % of the respondents were highly satisfied and 26.7 % of the respondent were satisfied the statement that Advance provided by the management were satisfied

Findings

- Majority (62.4 per cent) of the respondents have satisfied with the Ventilation facilities.
- Majority (61.1 per cent) of the respondents have satisfied with the drinking water facilities.
- Majority (50.6 per cent) of the respondents have satisfied with the Safety measure and equipments.
- Majority (46.2 per cent) of the respondents have satisfied with the Toilet and Rest room facilities.
- Majority (49.4 per cent) of the respondents have satisfied with the dining room facilities.
- Maximum(54.9%) of the respondents are satisfied the statement that house rent allowance are satisfied
- Maximum (46.9%) of the respondents are satisfied the statement that dearness allowance is very satisfied
- Maximum (48.6%) of the respondent are satisfied the statement that medical allowances provided by the management are very good
- Maximum (46.3%) of the respondents are satisfied the statement that provide fund contribution is satisfied
- Maximum (55.9%) of the respondents are satisfied the atatement that advances provided by the management are satisfied

Suggestions

The present day employees and young aspirants are aware of the retirement benefits. The findings of the study reveal that nearly half percentage of employees not satisfied about the retirement benefits. Retirement benefits are essential ingredients of the overall goodwill of the organization. It also affects employee retention and absenteeism. So that the researcher suggests the organization and its management to take necessary steps to improve the management contribution to the retirement benefits. So the management takes necessary steps to improve the facilities of the fringe benefits.

Conclusion

One of the most important components of running a successful business is keeping employees happy and providing them enough incentive to maximize their productivity. While there are different ways to accomplish this, offering employees benefits that go beyond the legal requirements tends to be effective. Employee benefits allow businesses to recruit and retain top-talent employees, add to a positive company culture, and make employees healthy and happy.

This study helps to know the employees' perception about their satisfaction of benefits and salary. It also studies the employees' problems and gives suitable suggestions. This study is an attempt to analyse the employees' grievance in Tirupur dyeing industry.

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ANALYSIS OF FINANCIAL PERFORMANCE OF DHARWD MILK UNION - A UNIT OF KARNATAKA MILK FEDERATION (KMF)

Fazalath Hussain. R¹

Dr. N. M. Makandar²

Abstract

Britannia Industries joined the fray in the cheese market in mid-1990s through an arrangement with Dynamics Dairy Industries (DDI). It was set up in 1995 by a consortium of five companies - Kenwood, Indo Saigon, Hiranandani, ETA and Metro. DDI has capacity to process 500,000 liters' of milk per day with an estimated investment of Rs 1500 mn. The plant designed by Valois of Finland is run on technology tie-up with Schreiber Foods of the US. Schreiber is the largest supplier of processed cheese to fast food chains in the US with expertise in sliced cheese.

Growth Rate – Indian Dairy Industry

Processed Dairy Products – Cheese, the organized cheese market including its variants like processed cheese, mozzarella, cheese spreads, flavoured and spiced cheese, is valued at around Rs 4.5 billion. Processed cheese at 60% of the overall market is Rs 2.7 billion. The next most popular variant is cheese spread claiming a share of around 30% of the total processed cheese market. The market is primarily an urban phenomenon and is known to be growing at around 15%. The market for cheese cubes, slices and tins is growing. The flavoured cheese segment has been constantly declining. Gujarat Cooperative Milk Marketing Federation (GCMF) with the Amul brand continues to be the main operator in the branded cheese market in India. It pioneered the market for processed, branded cheese. What GCMF did was to develop the technology to make cheese from buffalo milk. World over it is made from cow milk.

Britannia Industries joined the fray in the cheese market in mid-1990s through an arrangement with Dynamics Dairy Industries (DDI). It was set up in 1995 by a consortium of five companies - Kenwood, Indo Saigon, Hiranandani, ETA and Metro. DDI has capacity to process 500,000 liters' of milk per day with an estimated investment of Rs 1500 mn. The plant designed by Valois of Finland is run on technology tie-up with Schreiber Foods of the US. Schreiber is the largest supplier of processed cheese to fast food chains in the US with expertise in sliced cheese.

Britannia's cheese is sold in tins in the form of cubes, and in individually wrapped slices in packs of fives and tens. The slices are being promoted more aggressively worldwide, and these account for a bulk of cheese consumption. These are gaining acceptance in India as

well. Amul followed Britannia in launching slices. Its cheese spread in the form of paste has been well received in the market.

Britannia has been concentrating on metros and large cities. The network covers some 60,000 dairy outlets equipped with cold cabinets, refrigerators and insulated boxes. Amul covers some 500,000 retail outlets.

French cheese major, Fromageries Bel, a 10-bn French franc outfit, has entered the Indian market with La Vache Kirit or what is worldwide known as The Laughing Cow. Its target market to start with were the two metros of Delhi and Mumbai with distribution entrusted to Delhi-based Rai & Sons, distributors for premium food brands, Ferraro Rocher and Ricola. The Bel product will be produced at Bel's facility in Poland exclusively for the Indian market. La Vache Kirit is a guaranteed vegetarian product. Fromageries Bel is expected to widen its product portfolio by launching laughing Kirit (creamy cheese in cube form) and Babybel (semi-hard with a wax coating appropriate for sandwiches). Laughing Cow was expected to be followed by an Austrian cheese brand.

Happy Cow (owned by Woerle). Woerle has entered into a licensing arrangement with Veekay Foods & Beverages in Mumbai. Nestle and Kraft have been planning to make foray in the Indian market. Foreign brands in India include: Probolene, Colby, Mozzarella and Parmesan from Italy, Cheddar from Dutch, Gryueve. The new entrants will have to compete with well-established players such as Amul, Britannia's Milkman and Dabur's Le Bon, enjoying substantial market shares in the overall Indian cheese market. The US-based Philip Morris, which brought in its Kraft cheese brand earlier, has gained a significant presence in the market. The rest of the market is spread among

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Verka, Nandini, Vijaya and Vadilal. Dabur had forayed into the dairy products market through its joint venture company, Dabon International, a 50:50 joint venture between Dabur India and French dairy products major, Bongrain. The company claimed a product range of 20 different varieties of cheese under LeBon brand. Dabon has a manufacturing facility at Noida with an installed capacity of 12,000 tonnes per annum. Incidentally, the government had, in a move in late April 2001, barred Dabon from marketing flavoured milk and processed cheese in the country.

Dabur was to launch speciality cheese like blue cheese and hard cheese. It had plans to developing cold chains at the distributor and retail levels in the state capitals and major towns in order to increase penetration levels. The demand for cheese is projected to grow from about Rs. 4.50 bn in 2003-04 to Rs. 6.00 bn in 2006-07 and to over Rs 11.00 bn by the terminal year of the projection period, 2014-15. Cheese is becoming a popular item in the menu of all relatively affluent families. Slowly but surely, it will penetrate into the rural markets.

Leading Brands - Amul, Vijaya, Verka, Vadilal, Kraft, Britannia.

Market Growth Rate	
1990-91 – 1996-97	18.5%
1996-97 – 2001-02	20.6%
2001-02 – 2006-07	11.7%
2004-05 – 2009-10	9.4%
2009-10 - 2014-15	7.4%

Trend Value

By the method of trend values, a straight line trend can be fitted to the given time series of data. It is a mathematical, as well as, analytical method. With its help, economic and business time's series data can be fitted and this helps in forecasting and predicting. The trend line is called the line of best fit. The sum of deviation of the actual values of Y and the trend values (Y_c) is 0 and sum of square of deviation of the actual value and the trend value is the least.

$(Y - Y_c) = 0$ and $(Y - Y_c) = \text{least}$. So this method is called the trend values method or the line of best fit.

The method of trend values can be used to explain the liner and nonlinear trend i.e. a straight line trend or parabolic trend.

The straight line trend or the first degree parabola is represented by the mathematical equation.

$$Y_c = a + bx$$

Y_c = require trend values

Here, a and b are constants or unknowns.

In the equation for the first – degree parabola $YC = a + bx$, the unknown or constants can be calculated by the following two normal equations.

$$\Sigma Y = Na + b\Sigma x$$

$$\Sigma XY = b\Sigma X^2$$

N = the numbers are months for which data are given.

When $X = 0$, the equation will take the form of.

$$\Sigma Y = Na$$

$$b\Sigma x = 0$$

$$\Sigma XY = b\Sigma X^2$$

$$b\Sigma X^2 = 0$$

By this equation we can know the values of a & b i.e.

$$a = \Sigma Y / N \text{ and}$$

$$b = \Sigma XY / \Sigma X^2$$

a = the mean value of Y value.

b = rate of change.

Correlation Coefficient

Correlation is defined as the degree of relationship between two or more variables. It also referred to as co variation (variation in one variable affecting the variation in the other variable). The degree of correlation between two variables is called simple correlation. The degree of correlation between one variable and several other variables is called multiple correlations.

Correlation is a technique for investigating the relationship between two quantitative, continuous variables, for example, age and blood pressure. Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables.

The first step in studying the relationship between two continuous variables is to draw a scatter plot of the variables to check for linearity. The correlation coefficient should not be calculated if the relationship is not linear. For correlation only purposes, it does not really matter on which axis the variable is plotted. However, conventionally, the independent (or explanatory) variable is plotted on the X – axis (horizontally) and the dependent (or response) variable is plotted on the Y – axis (vertically) the nearer the scatter of points is to a straight line, the higher the strength of association between the variables. Also, it does not matter what measurement units are used.

Data Analysis

The first step in studying the relationship between two continuous variables is to draw a scatter plot of the variables to check for linearity. The correlation coefficient should not be calculated if the relationship is not linear. For correlation only purposes, it does not really matter

on which axis the variable is plotted. However, conventionally, the independent (or explanatory) variable is plotted on the x – axis (horizontally) and the independent (or response) variable is plotted on the y – axis (vertically).

The nearer the scatter of points is to a straight line, the higher the strength of association between the variables. Also, it does not matter what measurement units are used.

Trend Analysis for Closing Stock

Table No –01 : Showing Trend Values on Closing Stock

Years	X	X ²	Closing stock (Y)	XY	Trend value Y _c = a+bx
2010 – 11	-2	4	792.71	-1585.42	1352.418
2011 – 12	-1	1	627.69	-627.69	1165.826
2012 – 13	0	0	1043.29	0	979.254
2013 – 14	1	1	786.234	786.234	1165.826
2014 – 15	2	4	1646.35	3292.7	1352.418
N = 5	ΣX = 0	ΣX ² = 10	ΣY = 4896.274	ΣXY = 1865.824	ΣY _c = 6015.742

Source: data compiled from company balance sheet

Pearson's correlation (r) for continuous (interval level) data ranges from -1 to +1.

Calculation:-

The equation of straight line trend is $Y_c = a + bx$.

$$a = \Sigma Y / N = 4896.274 / 5 = 979.2548$$

$$b = \Sigma XY / \Sigma X^2 = 1865.824 / 10 = 186.5824$$

The equation would be $Y_c = (979.2548 + (186.5824 * X))$

Calculation of T (Time)

$$T = 2015 - 2012, T = 3$$

For 2015-16 the value of X would be = +3

Trend values for the year 2015 – 2016 = 1539.002

Graph No - 01 : Inventory and trend values

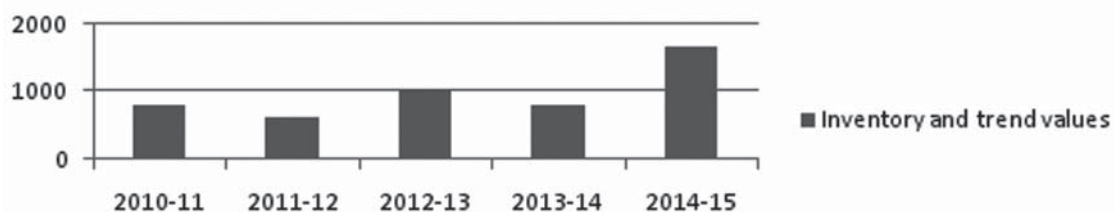


Fig. 1

Analysis:-

From the above table it shows that the inventory was Rs.792.71 lakh and in the year 2010 –11 it has decreased to Rs. 627.69 lakh in the year 2011 – 12 and Rs.1043.29 lakh in the year 2012 – 13. There is fluctuation in the inventory of the company. During the year 2013 -14 it has decreased to Rs.786.234 lakh. It can be noted that there is close relationship between the actual and projected value of the inventory in the year 2015 – 16.

Interpretation:-

Based on the above data it can be interpreted that the value inventory has increased and fluctuation manner over the year, since the company is going for expansion every year and the inventory of raw materials and finished goods were piled up in anticipation of increasing sales. In the year 2015-16 the trend values of the inventory is expected to be Rs.1539.002.

Trend Analysis for Sundry Debtors

Table No - 02 : Showing Trend Values on Sundry Debtors.

Years	X	X ²	Sundry Debtors (Y)	XY	Trend value Yc = a+bx
2010 – 11	-2	4	157.65	-315.3	1412.842
2011 – 12	-1	1	183.67	-183.67	1032.966
2012 – 13	0	0	243.62	0	653.09
2013 – 14	1	1	1063.29	1063.29	1032.966
2014 – 15	2	4	1617.22	3234.44	1412.842
N = 5	ΣX = 0	ΣX ² = 10	ΣY = 3265.45	ΣXY = 3798.76	ΣYc = 4891.61

Source: data compiled from company balance sheet

Calculation:-

The equation of straight line trend is $Y_c = a + bx$

$$a = \frac{\sum Y}{N} = \frac{3265.45}{5} = 653.09$$

$$b = \frac{\sum XY}{\sum X^2} = \frac{3798.76}{10} = 379.876$$

The equation would be $Y_c = (653.09 + (379.876 * X))$

Calculation of T (Time)

$$T = 2015 - 2012, T = 3$$

For 2015-16 the value of X would be = +3, Trend values for the year 2015–16 = Rs.1792.718.

Graph No - 02 : Sundry Debtors and Trend Values

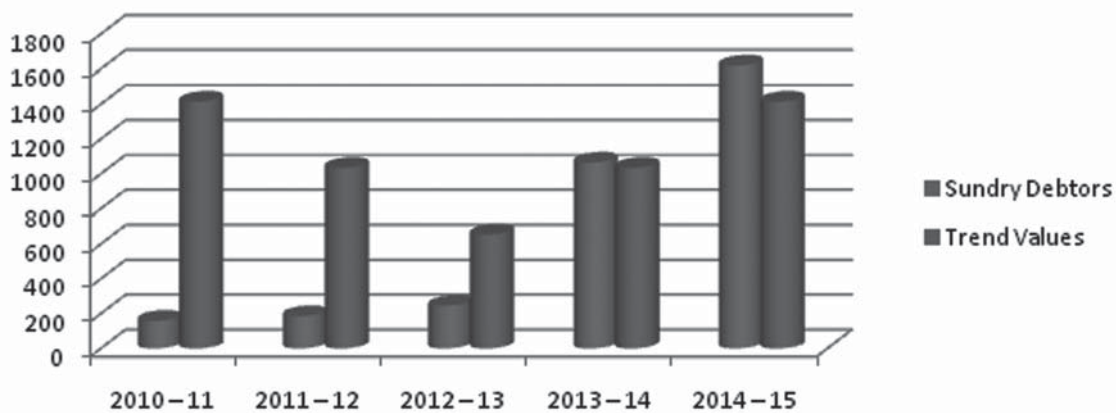


Fig. 2

Analysis:-

From the above table is shown that the sundry debtor was Rs.157.65 lakh in the year 2010-11 it has decreased to Rs.183.67 lakh in the year 2011-12, and Rs.246.62 lakh in the year 2012-13. There is fluctuation in the sundry debtor of the company. It can be noted there is close relationship between actual and projected value of the sundry debtor in the year 2014-15.

Interpretation:-

The sundry debtors are showing an increasing trend for the years 2010-15 the reason for the liberal credit policy being followed by the company. The company has to determine an appropriate credit period, and grant credit to the customers based on the credit worthiness. It has to take necessary step to minimize the cost of collection of sundry debtors. In the year 2015-16 the trend values off the sundry debtors is expected to be Rs.1792.718 lakh.

Trend Analysis for Cash and Bank balance

TABLE No - 03 : Showing Trend Values on Cash and Bank balance

Years	X	X ²	Cash/bank (Y)	XY	Trend value Yc = a+bx
2010 – 11	-2	4	295.39	-590.78	664.204
2011 – 12	-1	1	115	-115	539.324
2012 – 13	0	0	-300.25	0	414.444
2013 – 14	1	1	768.58	768.58	539.324
2014 – 15	2	4	593.00	1186	664.204
N = 5	ΣX = 0	ΣX ² = 10	ΣY = 2072.22	ΣXY = 1248.8	ΣYc = 2821.5

Source: Data compiled from company balance sheet

Calculation:-

The equation of straight line trend is $Y_c = a + bx$

$$a = \frac{\sum Y}{N} = \frac{2072.22}{5} = 414.444$$

$$b = \frac{\sum XY}{\sum X^2} = \frac{1248.8}{10} = 124.88$$

The equation would be $Y_c = (414.444 + (124.88 * X))$

Calculation of T (time)

$$T = 2015 - 2012, T = 3$$

For 2016 the value of X would be = +3P

Trend values for the year 2015 – 16 = Rs.789.084.

Graph No - 03 : Cash & Bank balance and Trend Values

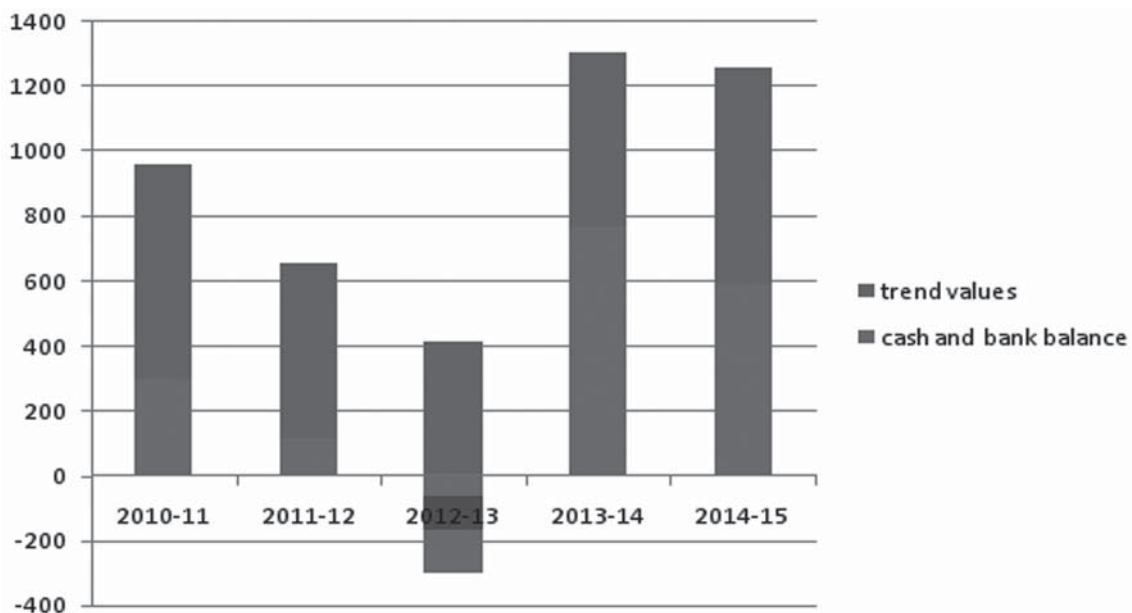


Fig. 3

Analysis:-

From the above table it shows that the cash/bank was Rs.295.39 lakh in the year 2010-11 it has decreased to 115 lakh in the year 2011-12, and Rs.-300.25 lakh in the year 2012-13. There fluctuation in the cash/bank of the company. It can be noted that there positive cash flow in between the actual and projected value of the cash/bank in the year 2014-15.

Interpretation:-

Based on the above data, it can be interpreted that in the year 2012-13 there is relatively high decrease in the cash reserves of the company to Rs.414.444 lakh. The cash and bank balance of the company show the positive trend after 2012-13. As the bank balance of the company is increasing and in the year of 2014-15 it has positive value. During the 2015-16, the cash and bank balance may be Rs.789.084 lakh. The company has to take the precautionary measures and improve the collection of sundry debtors.

Trend Analysis for Loans and Advances**TABLE No - 04 : Loans and Advances and Trend Values**

Years	X	X ²	Loans and advances (Y)	XY	Trend value Y _c = a+bx
2010-11	-2	4	423.72	-847.44	-387.82
2011-12	-1	1	457.53	-457.53	-426.864
2012-13	0	0	797.71	0	465.908
2013-14	1	1	386.63	386.63	426.864
2014-15	2	4	263.95	527.9	387.82
N = 5	ΣX = 0	ΣX ² = 10	ΣY = 2329.54	ΣXY = -390.44	ΣY _c = 465.908

Source: Data compiled from company balance sheet

Calculation:-

The equation of straight line trend is $Y_c = a + bx$

$$a = \frac{\Sigma Y}{N} = \frac{2329.54}{5} = 465.908$$

$$b = \frac{\Sigma XY}{\Sigma X^2} = \frac{-390.44}{10} = -39.044$$

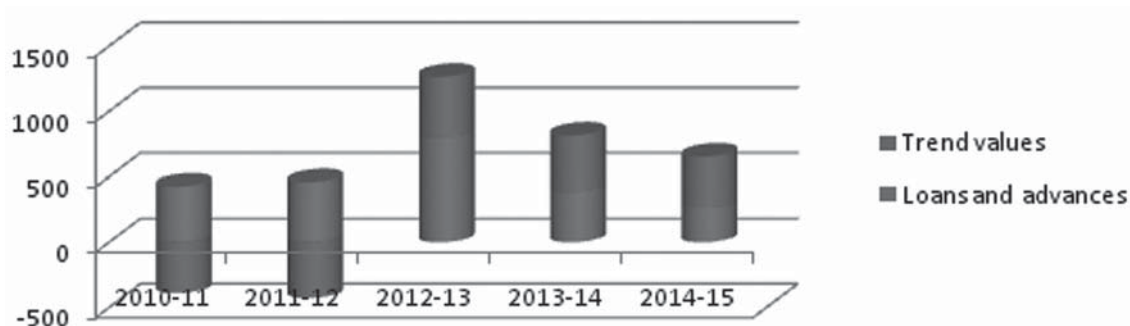
The equation would be $Y_c = (465.908 + (-39.044 * X))$

Calculation of T (Time)

$$T = 2015 - 2012, T = 3$$

For 2016 the value of X would be = +3

Trend values for the year 2015-16 Rs. -348.776.

Graph No - 04 : Loans & Advances and Trend Values**Fig. 4****Analysis:-**

From the above table it reveals that during the year 2010-11, the value of loans and advances was Rs.423.72 lakh it has increased to Rs.457.53 lakh in the year 2011-12, which is about 2 times more compare to previous year. There is decreased in the loans and advances for the period 2010-14. In the year 2013-15 the loans and advances was Rs.263.95 lakh. It can be noted that there is close relationship between the actual and projected value of the loans and advances.

Interpretation:-

Based on the above data it can be interpreted that during the year 2010-11 the loans and advances were Rs.423.72 lakh it has increased about 6 times in the year 2012-13 to Rs.797.71 lakh and trend value is Rs.465.908 lakh, and estimated value is Rs.-348.776 lakh. As the cash/bank balance of the company is decreasing and in the year 2014-15 it was overdraft and fluctuation in the sundry debtors, for these loans and advances is decreasing.

Correlation Analysis**Table No - 05 : Correlation between the Loans & Advances and Secured Loans**

Years	Loans and advances (X)	Secured loans (Y)	XY	X ²	Y ²
2010 – 11	423.72	9.6	4067.712	179538.64	92.16
2011 – 12	457.53	9.6	4392.288	209333.7	92.16
2012 – 13	797.71	9.6	7658.016	636341.24	92.16
2013 – 14	386.635	9.6	3711.696	149486.62	92.16
2014 – 15	263.95	9.6	2533.92	69669.60	92.16
N = 5	ΣX= 2329.545	ΣY = 480.00	ΣXY= 22363.632	ΣX ² = 1055969.8	ΣY ² =460.8000

Source :- Data compiled from company balance sheet

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$= \frac{5(22363.632) - (2329.545)(480.00)}{\sqrt{5(1055969.8) - (2329.545)^2} \sqrt{5(460.8000) - (480.00)^2}}$$

$$= \frac{111818.16 - 1118181.6}{\sqrt{5279849 - 5426779.9} \sqrt{1006363.44}}$$

$$= \frac{\sqrt{146930.9} \sqrt{228096}}{1006363.44}$$

$$= \frac{383.315 * 477.593}{1006363.44}$$

$$= \frac{183068.56}{1006363.44}$$

$$= 5.497.$$

Interpretation:-

There exists a positive correlation between the loans and advances secured and unsecured loans. From the above table it reveals that co – relation between loans and advances and secured and unsecured loans from 2010-11 to 2014-15 are co – related because the co- relation (r) between those to data is 5.497. Hence, it can interpret that the bank is showing any progress in it is loans and advances. The bank has over draft in the year 2015-16.

Table No - 06 : Correlation between Current Assets and Current Liabilities

Years	Current assets (X)	Current liabilities (Y)	XY	X ²	Y ²
2010 - 11	1726.44	153.31	264680.5164	2980595.074	23503.9561
2011 - 12	1502.31	1426.84	2143.556	2256935.336	2035872.386
2012 - 13	1907.99	1862.64	3553898.794	3640425.84	3469427.77
2013 - 14	3155.59	2265.763	7149819.06	9957748.24	5133681.972
2014 - 15	4213.38	2332.67	9828425.12	17752571.0	5441349.32
N = 5	ΣX = 12505.71	ΣY = 8041.223	ΣXY = 3820722.86	ΣX ² = 36588275.47	ΣY ² = 16103835.40

Source :- Data compiled from company balance sheet

$$\begin{aligned}
 r &= \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}} \\
 &= \frac{5(3820722.86) - (12505.71)(8041.223)}{\sqrt{5(36588275.41) - (12505.71)^2} \sqrt{5(16103835.40 - (8041.223)^2)}} \\
 &= \frac{19103614.3 - 100561202.8}{\sqrt{18294137.7 - 156392782.6} * \sqrt{8051917.7 - 64661219.0}} \\
 &= \frac{81457588.5}{\sqrt{138098644.9} \sqrt{15890698.7}} \\
 &= \frac{11751.53798 * 3986.3139}{81457588.5} \\
 &= \frac{46845319.19}{81457588.5} \\
 &= 1.738
 \end{aligned}$$

Interpretation:-

There exists a positive correlation between the current assets and current interest. From the above table it reveals that the correlation between of current assets and current liabilities from 2010-11 to 2014-15 is highly correlated because correlation (r) between those two is 1.738. Hence, it can be interpreted that the company has significant progress in its current assets over the years.

Findings

- The investment held by the company was Rs.548.05 lakh in the year 2010-11; it has increased to Rs.780.29 lakh in the year 2014-15.
- During the year 2010-11, the outstanding loans were Rs.7.06 lakhs.
- In the year 2010-11 fixed assets were Rs. 1165.50 lakh it has increased to Rs.1495.38 lakh during the year 2014-15. The fixed assets have increased due to additional investment made by the company in the form buildings and plant and machinery.
- The sundry debtors are Rs.137.65 for the year 2010-11 and Rs.161.72 lakh in the year 2014-15. The main reason for this is the liberal credit policy being followed by the company.
- During the year 2010-11, the value of loans and advances was Rs.423.72 lakh it is decreased to Rs.263.95 lakh in the year 2014-15.
- There exists a positive correlation between the loans and advances and secured loans Rs.5.497 Lakh.
- There exists a positive correlation between the current assets and current liabilities Rs.1.738 Lakh the company has to frame a suitable policy to maintain the working capital.
- There is an increasing trend in the share capital as compared to previous years.

- During the year 2010-11 security deposits was Rs.127.25 lakh and has increased to Rs.178.86 lakh due to the increase in the number of outlets.
- The sundry creditors are Rs.906.8 lakh in the year 2010-11 and 154.26 lakh in the year 2014-15. The main reason for this is the liberal company policy being followed by the company.

Suggestions

- The company has to repay the outstanding loan of Rs.7.06 lakh during 2010-11.
- The company has make arrangements to recover the debt. They can follow the rigid credit policy.
- The company has to make fast payments to their creditors.
- The payment of loans and advances and secured loans should maintain simultaneously.
- The current assets and current liabilities are positively correlated the company is suggested maximum utilize its current assets.
- To maintain the security deposits. The union should open new outlets.

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A STUDY ON WORKLIFE BALANCE OF WOMEN EMPLOYEES OF IT INDUSTRY, BANGALORE

Feleen Christy.J¹

Abstract

Digital technology has revolutionized the world as never before. In the global scenario it undergoes transformation with undreamt rapidity. India is no exception and has witnessed an unprecedented growth in the field of Information Technology. The present study explores aspects like to analyze official and personal factors affecting work life balance of IT women employees and to recommend / suggest ways for improving work life balance. Research design for the current study is descriptive and causal study. Convenience and Judgmental sampling technique was adopted to collect the data from the respondents. The sample consists of 100 IT women employees. This study being based on survey method, primary data was collected using Likert's five point scale and ranking method. Data analysis has been made, using simple percentage using MS Excel and Pearson correlation using SPSS. The major findings of the study are there is a significant association between official workplace factors and personal family factors on Work life balance of working women and there are certain Job related variables, work related variables, husband and family support related variables affect the working women's satisfaction level with respect to work life balance. The research concludes that there are certain official work place factors and personal family factors affects the satisfaction level of work life balance of IT women employees. The study confirms that a proper work-life balance will provide job satisfaction of women employees which in turn will create organizational success and develop competitive advantage for IT organizations.

Introduction

Women of the early centuries were mostly confined to their kitchens and those who were employed worked in factories, farms or shop works. Very few women had the access to higher education and they were forced to be at the mercy of their fathers' or husbands' attitudes towards women and work. The fast developing knowledge economy has given place for more number of women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers. With brain power being the requisite skill in this knowledge era, rather than endurance or physical strength, the women workers seem to flood into every industry on par with men. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well. As working women get married, they have additional responsibilities and when they become mothers, they have to manage the primary care of children and extended family and are thus, under greater pressure to continue on a career path. Working mothers of today fulfill family responsibilities and also try to remain fully involved in their careers coping up with the competing demands of their multiple roles. The caring responsibilities that working mothers have lays a heavy stress on them when it is combined with their professional duties.

Changes in the social, political and economic fabric of societies have influenced and continue to influence both the nature of employment and its relationship to life outside work. **Work-life balance** has emerged as a hot topic in recent years— fuelled in part by changing trends in women's social roles. Whilst labor market participation has increased for women of all ages, women continue to shoulder the main responsibility for organizing and undertaking unpaid caring work. Globalization, new technologies and business restructuring are challenging the long established patterns of paid work while imposing new burdens on families, individuals and households. The concept of Work life balance is becoming more and more relevant in an ever dynamic working environment.

Women at Workplace

In India, it is taken for granted that economic activities are exclusively the prerogative of males while domestic work, child bearing and child rearing are the sole occupations of women. Historically, women in India have not enjoyed a good status in workplace settings whether in managerial or operative roles. Since times immemorial, women have been burdened with work of all sorts all through their lives. From reproduction to all household chores and outside, their role as worker is significant, unique and burdensome. But they are discriminated and exploited all over. But today scenario is changing . Now

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female workers carry not only the load of domestic work but also carry a significant part of the load of economic activity. Their contribution to economic activity is in fact on the higher side than what is revealed by the different Indian Censuses. Women work force now constitutes a significant percentage of the total work force in any organization today. With major changes in the nature of work and work arrangements, including the increasing numbers of women participating in the paid work force, changes in women's career expectations, the decline of the family wage, the disappearance of the job for life and changes in family formation, the relationship between families and labour market participation has come under considerable scrutiny.

The pressure of career and family hits women at the mid-level especially hard. Mid-level career women face more challenges when balancing work and life, leading to more difficulty in career growth. The difficulty stems from the fact that there is a double push on these career women as they are forced to compete between two competing ideals: of mother and devoted worker. Attracting and retaining women in the workforce is important for a variety of reasons. Care, concern and curiosity are the natural attributes of a woman which are further reinforced by additional characteristics like empathy, flexibility and persistence. For many female, the work life balance is one of life's greatest challenges. While men often feel conflicted between workplace and fatherhood demands as well, women usually suffer from more than their fair share of the burden of balancing family and work life.

Work – Life Balance

The term 'work-life balance' is most frequently used to describe the equilibrium between responsibilities at work and responsibilities outside paid work; having a work-life balance means that this equilibrium is in the right position for the individual concerned. There is no one-size-fits-all definition for work-life balance. For some people it means spending more time in paid work and less time at home, while for others it means ensuring that work in running the business does not encroach on time needed for other responsibilities.

People have always integrated the different parts of their lives and work-life balance has long been of concern to those interested in the quality of working life and its relation to the broader quality of life. Much confusion and ambiguity surrounds the understanding and definition of the term work-life balance. Even those who don't have multiple, externally-imposed obligations may feel they lack work-life balance if they have a wide range of other interests they want to pursue. Work-life balance is a form of metaphor; but a metaphor of what? In the English language "balance" is a complex word with a variety of

meanings. As a noun, a balance is a set of scales, a weighing apparatus; it is also the regulating gear in clocks. If we use the scales, then balance occurs when there is "an equal distribution of weight or amount" but this presents problems for work-life balance since both sides may be very heavy or very light. Furthermore, the type of work-life balance sought by many may not imply equal weight on both sides. However balance also has a physical and psychological meaning as "stability of body or mind" so that suicide is sometimes officially recorded as taking one's life "while the balance of the mind was disturbed". Work-life balance is a broad concept including proper prioritizing between career and ambition on one hand, compared with pleasure, leisure, family and spiritual development on the other.

Work/Life Balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Worklife balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self care, and other personal activities, in addition to the demands of the workplace. Work Life Balance consists of the implementation of working arrangements and policies, which assist workers in combining employment with other aspects of their lives. Work-life balance is a broad concept including proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. The secret to work-life balance will differ depending on your field of work, family structure and finances. But some work-life balance principles are universal: saying no, prioritizing, banishing guilt.

Introduction to Information Technology Industry in India

Information technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.5% in 2012. According to NASSCOM, the sector aggregated revenues of US\$147 billion in 2015, where export revenue stood at US\$99 billion and domestic at US\$48 billion, growing by over 13%. India's prime minister Narendra Modi has started 'Digital India' project to give IT a secured position inside & outside India. Bangalore is considered to be the Silicon Valley of India and IT Capital of India. Bangalore is considered to be a global information technology hub and largest software exports from India. The top Indian IT service providers like Infosys and Wipro are headquarters to many top firms like Intel, Texas Instrument, Bosch, Yahoo, SAP labs, continental and many more, Bangalore

alone consists of more than 35 percent of all the IT companies present in India and contains close to 5000 companies making it the largest IT contributor in India. It is the leading IT exporter. Exports dominate the industry and constitute about 77% of the total industry revenue. However, the domestic market is also significant with a robust revenue growth. The industry's share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012.

Why Work Life Imbalance In I.T. Industry

The world has recognized India's competitive advantage in software services and today India is a magnet for software clients owing to the quality of its skilled software manpower (NASSCOM, 2010). India has gained a lot of interest as a source of software and has emerged as a leader in the software industry. Indian firms develop software for more than three fourth of the Fortune 500 companies and at least half of the Global 2000 corporations (NASSCOM, 2009). The role of women has been changing substantially over the last decade and half, both inside and outside homes. In addition to their role within households, they are now having a larger role in the outside world also, especially in the labour market. Though women are found in all fields, their participation in the I.T. industry is more. Unlike other sectors, this fast growing business sector is looking for knowledge only. Hence, they do not discriminate the gender. As a result, there is significant number of women employees in this sector. NASSCOM Survey reveals that 38 per cent of the employees are women.

When compared to the manufacturing sector, I.T. Industry includes all knowledge based activities. Both men and women are attracted by this rising sector for the lucrative pay. But this job requires profound contribution at job environment, psychological attachment of mind and good physical fitness. There is also a pressure to complete the task in time due to cut throat competitions. Also they have to work for both Indian and foreign companies/clients/projects which need different work climate, timings etc., which leads to work life imbalance in this sector. An attempt is made in this analysis to examine the work life imbalance of the women employees across the various categories of employment.

Review of Literature

Vittal (2003) observed that in order to empower women in the IT sector in the real sense, it is necessary to investigate the social impact of IT sector on the women's community. The author has indicated the emergence of „metro-sexual men , men who are sharing the responsibility of the family which might help women to be an active agent in the IT workforce. It is also observed that the dropout rates of women get increased with their

marriage and childbirth. It is because childcare and housework remain women's responsibilities, irrespective of her income, educational level or employment. This places a great burden on women and restricts women's choices in terms of better job opportunities.

Malliga Dasgupta (2010) explored the relationship between psychosocial variables and emotional intelligence of women employees in Information Technology Industry. The psychosocial variables included in the study were Quality of Work Life, Work Family Role Conflict and Perceived Happiness of female IT professionals. The sample consisted of 30 female IT professionals of Kolkata. The findings positively correlated with Quality of Work Life and Happiness, indicating that it contributes toward achieving higher Quality of Work Life and greater perceived happiness and were negatively correlated with both the domains of Work family Role Conflict, indicating that Emotional Intelligence tunes down the perception of Role conflict and thereby reduces the stress produced by it.

Perry-Smith et al (2000) found that Software's developers are considered the key occupation to examine in future studies of „knowledge workers . They are vanguard of emerging work practices. Keeping in mind the long hours working culture and 24/7 support employees in the IT industry are the ones which suffer the most from work-life conflict. It was found that interference of work with personal life has a considerable impact on work-related attitude for this group of workers. They state that work-life boundary variables affect trust in the organization which plays a meditational role in these variables, relationship to job satisfaction and organizational commitment. Even though employees in the IT industry are unique in their direction, market oriented and not likely to show attachment to a single organization. In such a case both employee and employer can gain by helping each other by accommodating approach to non-work commitments which may lead to greater organizational attachment.

Objectives of the Study

- To analyze official factors affecting work life balance of IT women employees
- To analyze personal factors affecting Work life balance of IT women employees
- To recommend / suggest ways for improving work life balance

Imitations of The Study

1. The study examines the level of work life balance on the basis of opinions collected from IT employees working in Bangalore. There is a possibility of prejudice having entered into their perceptions.

2. The findings may not be the same all over India, since the perceptions of employees are likely to vary depending upon working environment and other dimensions influencing work life balance.

Research Design

Research design for the current study is descriptive and causal study. Descriptive research deals with quality of responses from the respondents, attitudes, interests, technical skills, experience, behavioral, beliefs and values, emotions, personality, self-concept etc. Research that involves finding the effect of one thing on another or the effect of one variable on another, is called causal research.

Sampling Technique

Convenience and Judgmental sampling technique was adopted to collect the data from the respondents for the present study. The present study is confined to women employees of Information Technology Industry.

Sample

Primary data was collected from working IT women employees. The questionnaire was given to 180 women IT employees in Bangalore and 100 women IT employees replied. Hence sample size is 100.

Period of the Study

The study was conducted for a period of six months from March 2015 to August 2015

Collection of Data:

This study being based on survey method, primary data was collected using Likert's five point scale and ranking method. Besides the responses received on the questionnaire, informal discussions were held with them to get insight in to various matters connected with work life balance.

Framework of Analysis

Data collected have been presented in tabular form and analysis has been made, using simple percentage using MS Excel and Pearson correlation using SPSS. Likert's five-point scale has been used to measure the attitude and opinions of respondents to ascertain the level of work life balance on each determinant of job satisfaction.

Data Analysis and Interpretation

Reliability Analysis:

This measures the overall consistency of the items that are used to define a scale. As a result, we are given sample size, number of items and reliability coefficients.

Table - 1 : Reliability Statistics

Cronbach's Alpha	N of Items
.875	48

Interpretation: The data were subjected to Alpha tests of reliability and they had acceptable (0.875) Cronbach's Alpha value which indicates a good level of internal consistency for the scale with the specific sample used for the study.

Pearson Correlation

Null Hypothesis (H0): There is no significant association between Official workplace factors and personal family factors on Work life balance of working women.

Alternative Hypothesis (H1): There is significant association between Official workplace factors and personal family factors on Work life balance of working women. (Table - 2)

Table - 2 : Correlations

WLB_satisfaction

	Pearson Correlation	Sig. (2-tailed)	N
Off_Job_Fact	.392**	.000	100
Off_workplace_rgid	.277**	.005	100
Off_workplace_Boss_Coll	.048	.633	100
Off_workplace_Reward_sys	.097	.337	100
Personal_Husb_Fly	.317**	.001	100
Personal_child_care	.114	.260	100
Personal_Social_religious	.154	.126	100
WLB_satisfaction	1		100

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

Interpretation:

From the above table, it can be found that the official workplace factors which significantly influence the work life balance of working women are

- Workload and working environment on the job (P Val 0.000)
- Workplace rigidity (P Val 0.005)

However, it is found that Boss and colleague relationship and workplace reward system does not influence the work life balance of working women.

From the above table, it can be found that the personal family factors which significantly influence the work life balance of working women are

- Husband and family support factor (P Val 0.001)
- Self – care and development factor (P Val 0.001)

However, it is found that child care and social and religious functions does not influence the work life balance of working women.

Null Hypothesis (H0): None of the Job related variables affect the working women's satisfaction level with respect to work life balance

Alternative Hypothesis (H1): There are certain Job related variables affect the working women's satisfaction level with respect to work life balance

Table - 3 :Correlations

WLB_satisfaction

	Pearson Correlation	Sig. (2-tailed)	N
Official_factors_affecting_WLB_of_Women_I_have_heavy_workload_i	.166	.098	100
Official_factors_affecting_WLB_of_Women_My_company_culture_has_	.063	.533	100
Official_factors_affecting_WLB_of_Women_I_have_to_work_on_holid	.189	.060	100
Official_factors_affecting_WLB_of_Women_My_company_has_work_fro	.295**	.003	100
Official_factors_affecting_WLB_of_Women_My_working_environment_	.176	.079	100
Official_factors_affecting_WLB_of_Women_I_have_thought_about_le	.184	.068	100
WLB_satisfaction	1		100

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

Interpretation:

From the above table, it can be found that the with respect to Job related variables, the major determinant in improving the WLB satisfaction of working women is when the company provides Work from home option (P Val 0.003).

Null Hypothesis (H0): None of the work place rigidity related variables affect the working women's satisfaction level with respect to work life balance

Alternative Hypothesis (H1): There are certain work place rigidity related variables affect the working women's satisfaction level with respect to work life balance

Table - 4 :Correlations

WLB_satisfaction

	Pearson Correlation	Sig. (2-tailed)	N
Work_Place_Rigidity_I_travel_long_to_my_workplace	.159	.115	100
Work_Place_Rigidity_Taking_time_off_for_family_reasons_are_acce	.235*	.018	100
Work_Place_Rigidity_I_have_adequate_leave_facilities	.004	.970	100
Work_Place_Rigidity_My_company_provides_Maternity_leave_facilit	.149	.138	100
Work_Place_Rigidity_My_Company_has_crèche_facility	.269**	.007	100
WLB_satisfaction	1		100

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

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

Interpretation:

From the above table, it can be found with respect to work place rigidity variables, the major determinants in improving the WLB satisfaction of working women are when the company allows to take time off for family reasons (P Val 0.018) and when the company has crèche facility (P Val 0.007)

Null Hypothesis (H0): None of the husband and family support related variables affect the working women's satisfaction level with respect to work life balance

Alternative Hypothesis (H1): There are certain husband and family support related variables affect the working women's satisfaction level with respect to work life balance

Table - 5 : Correlations

WLB_satisfaction

	Pearson Correlation	Sig. (2-tailed)	N
Personal_Factors_My_husband_helps_me_in_household_activities_an	.059	.563	100
Personal_Factors_My_husband_gives_moral_support_in_workrelated	.167	.097	100
Personal_Factors_My_parents_support_me_in_family_and_work	.208*	.038	100
Personal_Factors_My_InLaws_support_me_in_family_and_work_relat	.153	.128	100
Personal_Factors_My_family_members_are_supportive_during_late_h	.133	.187	100
Personal_Factors_My_family_complaints_that_I_dont_spend_enough	.229*	.022	100
Personal_Factors_I_expect_my_family_to_adapt_to_my_career_needs	.410**	.000	100
WLB_satisfaction	1		100

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

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

Interpretation:

From the above table, it can be found with respect to husband and family support variables, the major determinants in improving the WLB satisfaction of working women are when parents supports them in family and work (P Val 0.208) when family complaints that they don't spend time with them (P Val 0.022) and when the IT women expect their family to adapt to their career needs (P Val 0.00)

Conclusion

Work-life Balance has ever been a concern and hot issue for discussion among researchers and scholars of the IT world. The reason could be an unjustifiable attrition rate, stressful nature of job, frequent health problems, job switching talent pool etc. The results of this research indicate that there are certain official work place factors and personal family factors affects the satisfaction level of work life balance of IT women employees. The study confirms that a proper work-life balance will provide job satisfaction of women employees which in turn will create organizational success and develop competitive advantage for IT organizations. Thus the company's human resource team along with the active cooperation of the women employees should take initiatives to facilitate proper work-life balance policies and see to it that the women employees are benefited from such policies. The woman employees should practice self-management so as to reduce some of the work-life imbalances arising out of stress, burnout, family commitments etc. They can probably make use of meditation techniques, yoga, extracurricular events, proper self appraisal of jobs, adequate training for improvement etc. IT leaders should focus on developing, formulating, implementing and reviewing better work-life balance policies in order to build a sustainable and enriching organization. Thus a better work –place as well as a secured and happy family life is possible.

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ACCOUNTING INFORMATION SYSTEM AND DECISION MAKING IN CONSTRUCTION SECTOR

Girish Kumar .V.G¹Dr. B.K.Arun²

Abstract

As per the guidelines of Accounting Standards (AS) 7, the accounting has to be done either "Percentage of completion" or "Completed contracts method". Under the percentage of completion method, revenue is recognised as the contract activity progresses based on the stage of completion reached. And the percentage of completion method, the amount of revenue recognised is determined by reference to the stage of completion of the contract activity at the end of each accounting period. The contractor may use both methods simultaneously for different contracts depending upon circumstances. The percentage of completion method can be used if the outcome of the contract can be reliably estimated. But the advisable method is "Percentage of completion method"; it would provide the financial statements based on the Financial Year.

Introduction

Accounting Information System and Decision Making, "An accounting information system (AIS) is a system of collecting, storing and processing financial and accounting data that is used by decision makers. An accounting information system is generally a computer-based method for tracking accounting activity in conjunction with information technology resources".

The concept of decision-making is "Planning in advance what is to be done". In Construction sector project and financial planning is important. In construction management, it is useful to classify decisions as:

- **Strategic Decisions level.**
- **Tactical Decisions level.**
- **Operational decision level.**

Usually decision makers are getting inputs from the AIS for making decisions (**Table : 1**)

AIS in Construction Industry for decision making

For the purpose of construction management Accounting Information systems can be divided into four main sections, based on who they provide information to.

- **Financial Accounting Systems :-** (Drury 1990) provides information to people outside the organisation, investors, and governments in particular. This provides investors with a means to check how their money is used, and relative information on where to invest.
- **Cost Accounting Systems :-** (Drury 1990) provides the appropriate valuations of stocks and produced goods and {for} financial accounting. This is in some ways a sub-system of financial accounting.
- **Management accounting Systems :-** (Arnold & Hope 1990) provides information for managers for decision-

making and control. It allows internal decisions within a company to be appraised.

- **National Accounting Systems :-** (Van Dieren 1995) provide information for governments, international organizations and investors as to the state of the national economy.

Finance and Project Statements in Construction Industry for decision making

In construction industry projects statements have the same importance as the finance statements derived from the operations. These are the data Important for the decision making process used by the decision makers. Following are the most important Project statements using by the construction companies;

- Project Estimation → Project planning decision
 - Project costing → Project finance planning
 - Estimate V/S Actual → Project operation analysis
 - PO, PR, and MRN → Inventory analysis
 - RA Bill and M Book → Project progress analysis
- Project scheduling → Project completion analysis

Statutory decisions in construction sector

Taxation is the un-estimated value in the construction projects. But this will be the integral part of the cost factor. The taxation in construction companies will go through below mentioned taxation regimes in India, Service tax (central government)
VAT / WCT (State tax)

Service Tax

Service tax is applicable for the service part of the salable value. The tax has to be charged based on the sale billing value. The tax has to be deposited monthly or

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Table - 1

AIS outputs	Decision Making	Project decisions
Estimate V/S Actual Profit and Loss account Cash flow Fund flow Ratio analysis Global Sales report Asset register Rate Analysis	Strategic Decisions level	Project Identification Resource identification Location decisions Project unit mix Basic Estimate and Costing Market analysis Asset Management Bidding management
Bill Of Material Estimate V/S actual WBS statement Stock register Cost centre reports Tax ledgers	Tactical Decision level	Resource Allocation Rate Analysis Estimate and Costing Allocation Project cost controlling Variation analysis Tax management
Work order statement Work in progress report Comparative Quotation Daily resource allocation report Tax registers Cost sheet Previous Financial Statements	Operational Decision level	RA Bill Accounting M Book entry Make or buy decisions Project execution Tax filing and return Resource controlling Accounting and operations

quarterly and the return has to be submitted in half early basis. The tax portion will be collected from the clients while making receipts and pay the same to the department. Tax will be paid abatement (Partial exemption of tax as per the lay) or full tax based on the method opted by the company. If they can account the service and material part separately then they can pay the service tax on service part and VAT on material part, otherwise they can opt for "Compounding scheme". In this scheme the company should pay a tax (now it is 5.4%) on the total revenue billed.

VAT/WCT

Value added tax and works contract tax were collected by the state government. This tax is for the material part involved in the project. The material transferred to the project is treated as sale of material and it would be taxable based on the schedule of that material. If it is not possible to separate the material part, the company can go for compounding and give consolidated rate of total revenue or the abatement tax rate imposed by the government.

Construction Accounting

As per the guidelines of Accounting Standards (AS) 7, the accounting has to be done either "Percentage of completion" or "Completed contracts method". Under the percentage of completion method, revenue is recognised as the contract activity progresses based on the stage of completion reached. And the percentage of completion method, the amount of revenue recognised is determined by reference to the stage of completion of the contract

activity at the end of each accounting period. The contractor may use both methods simultaneously for different contracts depending upon circumstances. The percentage of completion method can be used if the outcome of the contract can be reliably estimated. But the advisable method is "Percentage of completion method"; it would provide the financial statements based on the Financial Year.

Tax payment and method of accounting

Tax payment is based on the method of accounting selected by the company. If it is "Percentage of completion method", the tax shall be paid each year. And if it is "Completed contract method", the tax shall be paid at the time of completion of the project.

WCT deduction

There will be a deduction of works contract by the awarder from the payment to the contractor. And the same will be deposited to the sales tax department. The rate will be different in different states. This deduction will be the current asset of the contractor and he can use that amount against the total tax payable by him.

Probable tax planning in industry

Service tax is exempted for the construction of infrastructure development projects like roads , bridges, port etc.

Service tax exemption is for the construction of residential property less than a group of 11 units. So while making the agreement between the client there should be a separate agreement for construction. So construction will be the separate contract and will not attract the service tax.

Table - 2

Standard Inclusions	Standard Exclusions
<p>Construction of a new building or buildings or a part thereof, comprising of - more than twelve residential units, a common area, and facilities or services such as park, lift, parking space, community hall, common watersupply or effluent treatment system</p> <p>Completion and finishing services such glazing, plastering, painting, floor and wall tiling, wall covering and wall papering, wood and metal joinery and carpentry,fencing and railing, construction of swimming pools, acoustic applications or fittings and other similar services;a Repair, alteration, renovation or restoration or similar services in relation to residential complex</p>	<p>Residential complex having twelve or less than twelve residential units</p> <p>Residential complex constructed by an individual, which is intended for personal use as residence and is constructed by directly availing services of a construction service provider</p>

EMPIRICAL STUDY TO MEASURE THE EFFECTIVENESS OF INTERNET ADVERTISEMENT

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Abstract

This study explores how internet advertisements are been successfully yielding the expected results. The empirical study with the examples of different modern strategies been discussed about their effects of advertisement in social medias, like Facebook, Twitter, Fan page, Games etc., which will highlight how the brands in India are using this effectively. Promotional strategies are been designed in such a way that they are in their new field of online advertisement which interlock of matching between the advertisers and consumers. Their effectiveness is measured by predictive methods of positing their products in the right space with the right design in the internet to attract the right audience. Branding in internet has been tolling to the new gateway; hence the study on this will broaden the spectrum and will help the forthcoming marketers to understand the right strategy. The conclusion of this study will give us the knowledge on present trends in Internet advertisement and its effects.

Introduction

Online advertising maybe defined as a form of marketing communication on the Internet intended to persuade an Internet user (viewers, readers or listeners) to purchase or take an action based on content displayed on a website (or webpage). This communication may be in relation to products, ideals or services.

Advertising viewed or consumed on mobile phones and tablets is increasingly an inherent component of online advertising today. It is therefore necessary to encompass these forms of advertising together under a category which is called Digital Advertising. In other words, Digital Advertising is simply an extension of online advertising, including advertisements on mobile phones and tablets.

It is projected that by FY2013-2014, the size of the online advertising market in India will be INR 2,938 Crores. On an average, the online ad market have been growing at 40% year-on-year basis from FY 2010-2011 to FY 2013-2014. The graph below showcases the growth trend in the online advertising market in India (**Fig. 1**)

Advertising using social media is increasingly a common strategy adopted by Indian marketers. While social media advertising usually is paid for, Indian companies today are using social media to engagewith their customers through Facebook Fan pages, Twitter Accounts, LinkedIn Company Pages among a host of other avenues. As a result, companies can have firsthand account of a product's experience, features, likes or even dislikes from their customers.

Strategies of online advertisement are of its prime focus for brand building exercise. Annual budgets of marketers

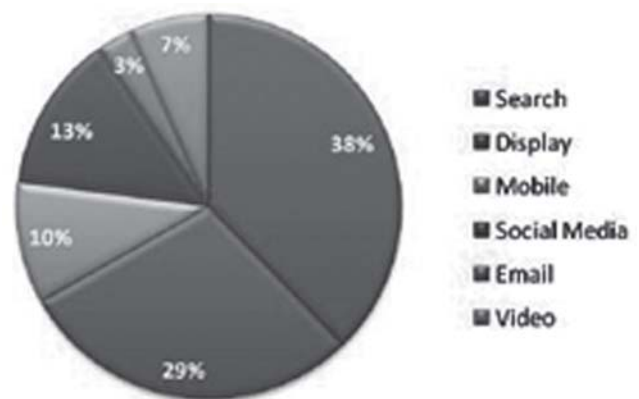


Fig. 1

has seen a swap between spends on print and spends on digital. After Television it is digital as a medium which shared the majority of the marketers funds. Facebook has transformed from been just a social media to mass media. Overall marketers are spending more on online advertising, and this will continue into the future. Modern strategies of online marketing have grown dramatically and now to rival that of direct responses. Further to this, future growth projections for online branding are higher than for direct response advertising.

Effectiveness of Online Advertisement Strategies

Facebook's log out page remained the hot spot for brands in 2013. Rungta commented saying "This aided more than 5000 visits in one day and Facebook has driven 7-8 per cent of our business" With 37 million people logging out of Facebook each day, the company believes advertisers will want to reach this massive audience (**Fig. 2**)

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The image shows a Facebook advertisement for Myntra.com. At the top, there's a Facebook login bar with fields for 'Email or Phone' and 'Password', and a 'Log In' button. Below that, the ad content is displayed. On the left, it says 'BRAND DAY WITH PUMA' and 'SHOES Rs. 1599 ONWARDS 1500+ PRODUCTS'. In the center, there's a large image of a Puma sneaker. On the right, it says 'ONLY TODAY GET FREE BACKPACK WORTH Rs. 999*' and 'SHOP NOW'. At the bottom left of the ad, there's the Myntra.com logo and the text 'Myntra.com 1,092,619 likes · 30,132 talking about this'. At the bottom right, there's a small profile picture and the text 'Myntra.com Shop Puma starting Rs. 1599. Get a Free Backpack worth Rs. 999* - Only Today! Shop Puma Products and Grab Free Backpack!'. Below the ad, there's a language selection bar with options like 'English (UK)', 'English (US)', 'हिन्दी', 'தமிழ்', 'മലയാളം', 'മലയാളം', 'Español', and 'Português (Brasil)'. At the bottom, there's a navigation bar with links like 'Home', 'Find Friends', 'Badges', 'People', 'Pages', 'Places', 'Apps', 'Games', 'Music', 'About', 'Create Ad', 'Create Page', 'Developers', 'Careers', 'Privacy', 'Cookies', 'Terms', and 'Help'. At the very bottom, it says 'Facebook © 2014 · English (US)'.

Fig. 2

Since Facebook has transformed from been just a social media to mass media its reach yields the expected results and its effectiveness been studied as one of the modern strategies for online advertisements.

Samsung To build on curiosity levels around S4 launch, Galaxy decided to convey its key features by adopting the popular and commonly played game – “Break the Brick”. Samsung’s strategy was to engage the audience in the game which would incorporate the key features of the Galaxy S4. The campaign allowed Samsung to reach a targeted audience of 1,476,309 unique users with over 6,488,046 impressions

Gaming is becoming another interesting strategy to engage the eye ball of the consumers online, Samsung has strategized an effective and its success been measured with the massive figures shown in the above results.

Krish 3– Hindi movie adopted Twitter to launch their first look in June 2013, which was 4 months before the launch of the movie. Live video chats with Hrithik Roshan and break the brick game spearheaded their campaign which helped Rakesh Roshan in breaking Chennai Express record of Rs.200 crores at the box office

Mass media’s marketing strategies are innovative; such an innovative strategy followed by the bollywood movie Krish-3 which has resulted in yielding the desired result, such a strategy highlights the effectiveness of the online advertisements.

Nokia Lumia 1020-The 9.5 million strong fan base of Nokia India Facebook page was on a mission to promote the Nokia Zoom Agent campaign. Till the time Nokia launches Lumia 1020, gaming had already proved to be the best engaging method online. Promoting Nokia’s flagship smart phone Lumia 1020 with 41 megapixels, users were thrown the challenge to solve a murder mystery for which they needed Lumia 1020’s zoom features. Users were called the zoom agents who took help from the high resolution zoom features of the device to investigate and solve a mysterious murder case. A video promoting a murder case was viewed more than 216K times on YouTube.

Gone are the days when YouTube was exclusively a place for one-hit, user-generated viral videos. If you’re serious about building a successful marketing campaign on YouTube, you have to consider your channel’s long-term plan. Are you there to educate or entertain? Are you looking to increase subscribers or attract new visitors to your website?

YouTube recently changed its algorithm. Now it gives videos and channels that retain viewers throughout an entire video more visibility in its search results and discovery (suggested videos at the end of each video and related videos on the right sidebar).

Dhoom3 - Yash Raj Films along with 99Games Online Pvt Ltd launched the official game for Dhoom 3 movie on Windows Phone. The game was meant to spread the appeal of the anti hero and to ride around through the streets of Chicago. Use of great graphics and fairly good controls kept the buzz heightened before the release of the movie.

AAP's Delhi Election Campaign - Social media can turn around the results in an election. It was just an apprehension before the landmark Delhi Elections in 2013 but the success of AAP and digital media's role in doing that proved the apprehensions true. According to the Telecom Regulatory Authority of India (TRAI), there are more than 165 million internet users in India. Aam Aadmi Party's success in Delhi's election can very well be attributed to their activities and engagements on social media, a strategy which other political parties did not bank much upon.

Social media is the new battle ground for political parties. A war for votes, hearts, minds and ideologies is being waged like never before on Facebook, Twitter, WhatsApp and more. The humble SMS is also around.

Though the Congress and the BJP continue to dominate the virtual and real world in terms of hits and media attention, regional parties are stacking up and driving search trends. The clear message is that everyone can use social media to extend his or her message and pillory political rivals. But the question remains – will the undecided voter change his or her voting preference just because of a Tweet or Facebook post?

Whether social media will inspire direct voter mobilisation is hard to say. Even if one were to look at Indians age 18 – 24 on Twitter and Facebook, we know little about how articulation online translates into action offline quantitatively.

“Sure, this mobilisation won't be anything great, but it can't be discounted” says Aditya Gupta, whose site social samosa.com recently launched a social media and political analytical tool called Election Tracker. (Ref.10)

Sunsilk Keratinology - This particular campaign was entirely based on YouTube, Malaika Arora Khan, the brand ambassador and a representative from the sunsilk keratinology Hair studio guided the users about a makeover where users could upload a photograph, choose their hair type and length and then go for the treatment of their choice. Users were shown a video of

this treatment using Keratinology products and at the end of it, they were presented with a new avatar with blow dried, styled, salon like hair. With 1338 subscribers and 364,272 views, Sunsilk had developed an admirable YouTube base of followers to launch this conceptualized campaign.

Effectiveness of this advertisement is been measured with the metrics of the stunning subscriptions and the eye ball hits for this campaign, formulating a new strategy online.

Chennai Express - Around the release date of Chennai Express, their campaign were all over the place, TVCs, Promos, Print Ads, Interviews were present on the entire spectrum of media. On the digital front, Chennai Express generated over 1 billion tweets and cumulative impressions and the total number of tweets across all hash tags was over 750 thousand over the 90 day campaign period. Tweets pushed the virtual trains from Mumbai to RamNagar, a unique way to engage fans and let them decide, how soon they wanted to enjoy the first look of the film.

Hot on the web, with the right mix of all promotional tools including that of social medias, the strategy has yielded with statistics to prove that this film has broken several records — having the highest paid preview collections, the fastest 100 crore, the highest weekend collections, the highest overseas collections for an opening weekend for a Bollywood film, and so on and so forth. The film opened in 2,550 cinemas, with approximately 3,650 screens across the country.

Ford Eco Sport - Urban Discovery was a 360 degree campaign with digital marketing at its core. The campaign invited people from twelve cities to discover not so popular spot in their respective cities. The winner of the competition was rewarded a Ford EcoSport.

Explaining this, Vinay Piparsania, Executive Director – Marketing Sales and Services, Ford India, said “The Key point was to generate authentic conversations on a large scale using various digital platforms.

Strategies of using various digital platforms are to connect the consumer to the marketers. Its effectiveness is getting the reach it wants.

Google Reunion - Google's Reunion Ad was by far the best effort using digital which spread like wild fire. The campaign which was also directed towards the electronic media in the later stage became viral within a day capturing more than 10 million eyeballs. Google's features were wisely placed in a content which hooked people across the group.

These interesting strategies listed above shows that online advertising is on the vibe of understanding where

their right audience is there to pitch their products to reach the desired destination in the modern medium.

Scripts on emotional advertisements been strategized for the effective reach to the audience - The Google Reunion film is a great example of the magic that gets co-created when 2 great brands like Google and Ogilvy come together. What's heartening is that there is a lot more exciting stuff coming. Keep watching!"- Navin Talreja – President, O&M Mumbai & Kolkata.

"India has well over 150 million Internet users, and most of them use Google in various formats, be it from desktops, or mobile devices. We wanted to strike up a conversation to showcase the different uses of Google, and at the same time, tell magical stories that show why ours users love the product. One of our core philosophies is that our users are smart and intelligent. Hence, the attempt was to have a conversation and tell users that they can do a lot more, and a lot quicker, by showcasing some of the innovations that allow the product to be used in different ways." - Sandeep Menon – Director, Marketing, Google India

Conclusion

The massive Indian market is changing fast. Internet access is mainstreaming among professionals and the use of mobile is intensifying. The pace of change continues to be rapid with digital channels constantly growing in volume and strength. More people spend more time online in India every year, and the digital tools and sites they use play an ever-growing role in their lives. Smart marketers keep on top of the scale of change and ensure their marketing strategies and touch point's mirror where the consumer is spending their time.

Online advertising measurement perfect? Not quite yet. But eventually the metrics will catch up. In the meantime, customers are online and so are the advertising needs, as well. With effective strategies the ability to measure the success of online advertising is becoming the topic for research and this study has highlighted such interesting strategies on the daily usage. Hence it has been useful for the marketer to derive an equation to accelerate their marketing strategies online to yield their desired results.

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EMPLOYEE JOB SATISFACTION IN GOVERNMENT FIRST GRADE COLLEGES IN KARNATAKA – A CASE STUDY OF SHIVAMOGGA DISTRICT

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Abstract

Satisfaction in workplace is a vital component for employees for his effective performance and to bring desired results. Work takes a large part in employees' life. Satisfaction of college teachers is measured and reasons for dissatisfaction are also identified by taking the opinion of them. Demographic variables are compared with satisfaction factors and results are discussed in the end.

Introduction to Job Satisfaction

Employees in any kind of organisation strive for security, recognition, challenging experience and independence. Whenever these needs are not met they become anxious, dissatisfied and lessen their efforts. Income is not the only expected outcome of job but other factors are also expected by the employees to keep themselves happy. But work takes away a large part of workers day in their life. Robbins and Sanghi (2006) defined Job satisfaction as a collection of feelings that an individual holds toward his or her job. In a similar way Masud IbnRahman and Parveen(2008) has also defined job satisfaction as a general attitude toward one's job and one's feelings or state-of-mind regarding the nature of their work.

Job satisfaction is a widely discussed topic in the areas of organizational behaviour and Human Resource Management. Organisations firmly believe satisfied employees perform better than dis-satisfied employees in spite of the competencies they possess. Job satisfaction represents the perception of the person towards his job, job related accomplishments and working environment. It is a mixture of psychological and emotional experiences at work place. In the field of psychology, Job Satisfaction is a state where an employee has an emotional perception of his situation and reacts with feelings of pleasure or pain. Job satisfaction is defined by Locke (1976) as "pleasurable or emotional state resulting from the appraisal of one's job experience". Satisfaction is identified as an employee's positive attitude towards the company, co-workers and, finally, the job. Lower level of job satisfaction or dissatisfaction results in employee turnover, absenteeism, lower performance, stress in employees, etc.

Teachers' Job Satisfaction

Teachers are the considered as important community in the society for their contribution to impart knowledge to the future generation. Therefore they can be called as pillars of society. Teachers help the students to take the responsibility of improving our nation ahead of others. Keeping teachers satisfied can bring their full contribution to the student community and in turn to the nation. Job satisfaction is intricate area of Human Resources Management and it has been widely researched over the years with a number of theories. However, job satisfaction of teachers in Government College has not been researched as extensively in India as researched in overseas. Research studies on job satisfaction of teachers are essential because motivated and satisfied teachers provide better services to the society directly or indirectly than teachers who are dissatisfied. College Teachers are perhaps the most important group of professionals who takes responsibility in building our nation's future. Sometimes it is worrying that many of today's teachers in higher education are dissatisfied with their jobs and job environment. In case of teachers' job satisfaction, it is not only good for teachers and their welfare but also society as a whole. It increases efficiency and classroom performance of the students in the college. These aspects are important in higher education in India. The government of India is highly concerned to provide quality education at college level. But without job satisfaction among the behavior of the college teachers, the objective of providing quality education would not be materialized. Therefore, job satisfaction is needed among college teachers to promote quality education

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General Factors Affecting / Influencing Job Satisfaction

An employee is satisfied with his job not only because of salary, but many other factors decide his satisfaction level. Organizations have policies to take care of their workforce and providing an environment with many satisfying factors retain the talent in the long run. Table 1 depicts the factors affecting the job satisfaction of employees in organisation in general.

Table - 1 : Factors Influencing Job Satisfaction

Stability of employment	Good relationship with superiors
Communication with management	Participation in decision-making
Social Status	Company culture
Promotion – Growth in Organization	Safety at work
Possibility of development	Good relationships with coworkers
Content of work	Atmosphere at work
Recognition of superiors	Good relationship with superiors
Fair pay	Communication between employees and other groups

Reviews of Literature

Gopalkrishnan (2009) conducted a study to identifying the factors that determine job satisfaction of teachers. It was found that job satisfaction was determined by the association and warmth that existed between the principal and faculty members. The results of the study discovered that teachers were satisfied with principal, parents and students, physical facilities, self-esteem and co-teachers, they were dissatisfied with salary and fringe benefits, opportunity for achievement, academic policies, management and job security.

Bhandari and Patil (2009) studied job satisfaction among the women teachers. The results revealed that a few women teachers faced certain problems such as lack of coordination and cooperation in the workplace. Majority of these teachers are satisfied with their work, job and salary and said that they had promotional opportunities in the teaching profession.

Kabir (2011) evaluated job satisfaction of employees in the pharmaceutical sector of Bangladesh by taking into account the effect of type of pharmaceutical, experience, age, and attitudes of gender on job satisfaction. The results of study proved that relations with peers, work efficiency, supervision and salary significantly affect the level of job satisfaction of Employees.

Bhuyan and Choudhary (2003) studied the degree of job satisfaction of teachers with respect to sex, marital status, and location as well as experience and identified the factors responsible for job satisfaction of teachers. The teachers were found to be happy with revised pay scale, promotional aspects but were unhappy with academic environment of the institutions and the retirement benefits. In this research study no association was found between level of job satisfaction and sex, locality, marital status and experience of the teachers. The results revealed that there is a significant difference in job satisfaction of male and female teachers; but there was no significant difference in job satisfaction between married and unmarried; between rural and urban and among experience of the teachers.

Akram (2012) in his study showed that if organizations want to retain competitive employees, they must be able to provide them good working conditions, competitive salaries, employment security and autonomy. He further concluded that financial aspects especially salary is the most important among above variables because each employee needs a livelihood to support his/ her family.

Research Methodology

Descriptive research method was adopted to conduct the study. Both primary and secondary data were collected to bring the conclusion for the research study. Primary data were collected using questionnaires. Questionnaires were circulated among the Government Colleges in Shivamogga. The scope of the study is limited to Shivamogga district of Karnataka. The sample size of the study is 120. The objectives of the study are framed based on the support of reviews available and analysis made based on it.

Objectives of the Study

1. To understand the various factors associated with the job satisfaction of College teachers.
2. To find out the relationship of job satisfaction and other demographic factors.
3. To identify the outcome for satisfaction and dissatisfaction of College Teachers.

Analysis and Discussion

The number of teachers surveyed is 120. The questionnaire was prepared on the basis of various factors which influence the satisfaction of the teachers in various colleges. The response of is tabulated and the results are discussed in this section. Gender, age, educational qualification, income, stream and experience are the demographic variable considered for this study. The categorization is depicted in **(Table :2)**

Table - 2 : Respondents Profile based on Demographic Variables

	Demographic Variable	No of Respondents	Percentage
Gender	Male	72	60
	Female	48	40
Age	Less than 30	18	15
	30 to 40	45	38
	40 to 50	35	29
	More than 50	22	18
Educational Qualification	UG	38	32
	PG	59	49
	PhD	23	19
Income	Less than 20,000	58	48
	20,000 to 30,000	39	33
	Above 30,000	23	19
Stream	Engineering	35	29
	Arts & Science	62	52
	Polytecnic	23	19
Experience	Less than 10 years	34	28
	10 to 20 years	65	54
	More than 20 years	21	18

Table 3 indicates the satisfaction level of respondents on the job satisfaction factors considered for the study. Likert scale is used in recording the responses of teachers participated in the study. The job satisfaction factors considered here based on the reviews made are Compensation and pay package, Freedom in the work place, growth opportunities, job security, participation in decision making, work atmosphere, college policies, co-workers support, students involvement and research & development opportunities.

Table - 3 : Satisfaction level of Teachers working in Colleges

Job satisfaction factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Compensation	12	31	45	19	13
Freedom in work Environment	32	33	41	9	5
Growth opportunities	16	33	41	18	12
Job Security	30	45	35	8	2
Participation in Decision Making	12	37	58	8	5
Work Atmosphere	35	23	46	9	7
College Policies	11	35	35	21	18
Co -workers support	23	33	57	4	3
Students Involvement	12	35	33	28	12
Research & Development	11	36	33	21	19

Overall teachers are satisfied with the job satisfaction factors considered. Work atmosphere, freedom and job security contribute more for the satisfaction of teachers working in various colleges. College policies, students' involvement, research and development opportunities and growth opportunities bother the teachers and also affect the satisfaction level of teachers working in colleges.

Hypotheses and Results

Table - 4 : Results of Hypotheses Set

Hypotheses	Result
There is no significant relationship between Gender and Job Satisfaction	Hypothesis accepted at 5% level
There is no significant relationship between Income and Job Satisfaction	Hypotheses rejected at 5 % level
There is no significant relationship between stream and Job Satisfaction	Hypothesis accepted at 5% level
There is no significant relationship between age and Job Satisfaction	Hypotheses rejected at 5 % level
There is no significant relationship between experience and Job Satisfaction	Hypotheses rejected at 5 % level

Table 4 indicates the results of the hypotheses set. Demographic factors gender, income, stream, age and experience is compared with job satisfaction factors. There is no significant difference between Male and female teachers in perceiving the job satisfaction factors in colleges. There is no significant difference in streams they teach and job satisfaction factors. There is a significant difference between income, age and experience and job satisfaction factors, i.e. the satisfaction level of the teachers differ based on income, age group and experience.

Suggestions

Colleges should focus on the measures where teachers are getting dissatisfied. In this research study the reasons for dissatisfaction for college teachers are college policies, students' involvement, research and development opportunities and growth opportunities. Colleges should improve the working conditions and policies and to give more freedom to the teachers. Academic freedom ensures quality in teaching. Students' involvement encourages teachers to disseminate more information and knowledge to them. This is another area of concern which has to be modified. College management should create a research environment to produce academic - research results.

Conclusion

When teachers are satisfied students are benefitted. Students are the future society for a nation. Therefore teachers have the responsibility to create a good society. It is in the hands of teachers and institutions to motivate teachers to achieve this great objective. Many attributes contribute to bring satisfaction in teachers. Efforts should be taken by institutions to retain the satisfaction level and increase it by fulfilling the needs and gaps.

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BUYING BEHAVIOR OF CONSUMERS THROUGH ADVERTISEMENT

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Abstract

My study is determining the buying behaviour and satisfaction level of consumers through advertisement. Advertising is a way of communication to convince an audience for taking purchase decision about a product or service and delivering information to viewers. Consumers are the kings of markets. Without consumers no business organization can run. All the activities of the business concerns end with consumers and consumer satisfaction. Customer behavior study is based on consumer buying behavior, with the customer playing the three distinct roles of user, payer and buyer. Consumer buying behaviour has become an integral part of strategic market planning. The basic foundation of advertising is to control and drive consumer behavior toward a product or service. Selling of any product, there is needed to build relationship with customer. The data were collected by personal interviews from the customers. From the study, we found that, the customers were highly satisfied with the products and service through advertisement.

Introduction

The aim of marketing is to meet and satisfy target customers needs & wants. . Product, price, place and promotion and advertising are a Component of promotional mix, which is used to create awareness about pproduct and services for taking Purchase decisions. Marketers use these types of tool for communication ppurpose. Advertisement evolves date back in the ancient times. Different societies used different types of symbols for the promotion of the products and services for attracting consumers. However, these pictures we're used for a limited area for promotion. In modern time, advertisement has become important way to promote products and services and is used for communication purpose. Advertising and promotion offer a news function to consumers. Viewers of ads learn about new products and services available to them, much like they learn about events in the news. This information function has a neutral role. It provides facts without approval or disapproval from consumers. Television advertising is a very effective tools of communicating message to its target audience as it has the ability to combine visual & audio communication and thus this makes advertisements is an important medium to make people aware of any products.

Objectives of Study

- To find out the buying behaviour of consumers through advertisement.
- To study the satisfaction level of consumers in communications.
- To study the purpose of advertisement.

Methodology

This study is based on primary data and secondary data. The primary Data is collected from various customers through personal interaction. Some other relevant information collected through secondary data.

Definition

Consumer buying behavior is the sum total of a consumer's attitudes, preferences, intentions and decisions regarding the consumer's behavior in the marketplace when purchasing a product or service. The study of consumer behavior draws upon social science disciplines of anthropology, psychology, sociology, and economics.

Role Of Consumer Behaviour In Advertising

Marketers need to understand the buying behaviour of consumers while designing their advertisements for the desired impact. Advertisements play an essential role in creating an image of a product in the minds of consumers. Advertisements must be catchy and communicate relevant information to consumers. Advertising, personal selling, publicity, and public relations form the components of the marketing communication or promotional mix. Advertising usually constitutes a part of the marketing efforts of an organization. Advertising is undertaken by organizations in order to attract the attention of people towards products and services. The ultimate aim is to enhance the sales of the organization.

Role Of Advertising In Marketing Communication

Marketing communications are the means by which organizations attempt to inform, persuade, and remind consumers about products, services, or brands.

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Marketing communications inform and make consumers aware about the availability of the product or service, about its usage, price and special offers. Marketing Communications attempt to persuade potential consumers to purchase and try the product. Marketing communications can also be used to reinforce experiences or to remind consumers about their needs and their past experiences related to the product with a view to convince them for repurchases. Marketing communication also differentiate products in markets where there is little to separate competing products and brands. Advertising is a paid form of a non-personal message communicated through the various media by industry, business firms, nonprofit organizations, or individuals. Advertising is persuasive and informational and is designed to influence the purchasing behavior and/or thought patterns of the audience.

Purpose Of Communication

The main purposes of advertising are as follows:

1. Communicates information:
One of the most important functions of advertising is to convey or communicate the information to others. Consumers are, therefore, provided the information about new products and services which enter the market, through advertising. The ultimate purpose is to enhance sales either by creating or increasing demand for goods and services.
2. Creates ground for personal selling
Since the main purpose of advertising is to create and sustain demand for products or services and expand the market, the prospective buyers automatically become interested to buy such products and services.
3. Educates people:
Advertising serves another important purpose of educating people about products and services. As consumers are not aware of the use of several products and services, advertisements provide adequate knowledge to the people at large about the usage and utility of several products and services.
4. Creates image for the product or service:
Another important purpose of advertising is to create an image both for the product as well as for the organization. This is done by emphasizing the distinctive features of the products or services through advertisements. Further, some advertisers also communicate information about new discoveries, new ideas and new products and thereby create good image of their firms.
5. Builds goodwill:
Advertising serves the purpose of promoting goodwill for the organization. Many advertisements aim at

impressing the consumers that the firm is patriotic, progressive, imaginative and very much concerned with quality. This creates goodwill in the minds of the general public about the firm. This goes a long way in creating a favorable impression about the organization on the prospective buyers.

6. Counters competition

In the present day competitive marketing environment, a firm cannot escape the responsibility of spending on advertising. To counter the competitor's advertisement campaign, every firm has to undertake advertisement of its own. Therefore, competitive forces compel firms to spend on advertising.

Data Analysis

This study only focuses on rural buying behaviour of customers because the study conducted in rural area. Majority of the customers are satisfied with advertisement. Television is a telecommunication medium for transmitting & receiving moving image that can be multicolored. It is the most powerful medium of mass communication seen regularly by most of the people. Most of the respondents mentioned that they prefer television.

Conclusion

The study of consumer behaviour assumes that the consumers are actors in the marketplace. The per-spective of role theory assumes that consumers play various roles in the marketplace. Starting from the information provider, from the user to the payer and to the disposer, consumers play these roles in the decision process. Consumer behaviour is not static. It undergoes a change over a period of time depending on the nature of products. All consumers do not behave in the same manner. Different consumers behave differently. The differences in consumer behaviour are due to individual factors such as the nature of the consumers, lifestyle and culture. Marketers need to have a good knowledge of the consumer behaviour. They need to study the various factors that influence the consumer behaviour of their target customers.

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ANNUAL CREDIT PLAN PERFORMANCE OF LEAD BANK IN ERODE DISTRICT

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Abstract

Consequent to the introduction of Lead Bank Scheme, commercial banks are assuming the lead role in co-ordinating the functions of all developmental agencies, especially credit institutions. Initially the Lead Bank Scheme was mainly used to assist in the branch expansion programme. Gradually, its role has been expanded to monitor the entire lending to priority sector with district as the unit. Lead Bank prepares the District Credit Plans (DCP) dovetailing the projects made by the government in district development plans and monitors the implementation of various schemes.

Introduction

The banking sector is the core sector in deciding the progress of the entire economy of the country. Activities of a modern economy are significantly influenced by the functions and services of banks and they have become an indispensable part of the socio-economic life of people. Banks not only accept the deposits from the public and deploy large amount of uncollateralized public funds in a fiduciary capacity, but also leverage such funds through the process of credit creation. In India, the banking sector is restricted mainly to the urban areas and neglected in the rural and semi-urban areas. After the nationalization of 14 major banks in 1969 and six more in 1980, their operations have changed. Since then the banking sector in India has played a pivotal role in the Indian economy.

Consequent to the introduction of Lead Bank Scheme, commercial banks are assuming the lead role in co-ordinating the functions of all developmental agencies, especially credit institutions. Initially the Lead Bank Scheme was mainly used to assist in the branch expansion programme. Gradually, its role has been expanded to monitor the entire lending to priority sector with district as the unit. Lead Bank prepares the District Credit Plans (DCP) dovetailing the projects made by the government in district development plans and monitors the implementation of various schemes.

The objective of District Credit Plans formulated under the Lead Bank Scheme is to guide the credit institutions to deploy their credit in such a way that they will have the maximum impact on the development of the district. It constitutes the framework for credit extension in the district under viable banking schemes, which are expected to constitute the all-round and integrated development of the district economy and the reduction of regional imbalances. The Credit Plan, mainly seeks to indicate the scope for the development of various types

of economic activities in a given time schedule with an emphasis on increasing opportunities for the weaker sections to participate in the process of development.

District Credit Plans thus ensure adequate and timely flow of credit to the priority and neglected sectors in the district. It gives the break-up of credit outlay sector-wise and bank-wise. The District Credit Plans cover only the priority sectors and are grouped into three: Agriculture, SSI and Tertiary Sectors. Tertiary sector includes all the items in the priority sectors other than agriculture and SSI.

The sector-wise performance of commercial banks under the credit plans from 2002-03 to 2012-13 is studied as under:

Table No.:1 entitled with the annual compound growth rate of credit plan for the entire period for the total priority sector lending is calculated as 13.66 per cent. For achievement of agriculture and allied sectors, annual compound growth rate is 12.61 per cent, for achievement of small scale industries it is 13.33 per cent of annual compound growth rate. For advances to other priority sectors, the annual compound growth rate is 16.96 per cent. The analysis of standard deviation and co-efficient of variation of credit plan target achieved for the entire study period is 1.06 per cent and 1.04 per cent respectively.

The analysis also infers that the total amount of credit plan target of agricultural and allied sectors had increased from Rs.465.65 crores to Rs.2342.78 crores in the period from 2002-03 to 2012-13. Achievement had increased from Rs.485.34 crores to Rs.2360 crores in the same period. The analysis of standard deviation on farm sector target and achievement fixed to all the study period consistently increased during the entire study period except in the year of 2004-05 and 2005-06. The

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banks have not achieved their targets during this year the banks have achieved only 95 per cent and 99 per cent of their target respectively. Both the percentage of achievement shows the least value for the entire study period.

Table No - 1 : Sectorwise Performance of Commercial Banks (Lead Banks) Under District Credit Plans
(Amount in crores)

YEAR	AGRI + ALLIED LOANS			NON- FARM SECTOR (NFS)			OTHER PRIORITY SECTOR			TOTAL		
	TARGET	ACHEIVEMENT	%	TARGET	ACHEIVEMENT	%	TARGET	ACHEIVEMENT	%	TARGET	ACHEIVEMENT	%
2002-2003	465.65	485.34	104.22	411.4	423.55	102	189.1	191.29	101	1066.1	1100.2	103
2003-2004	465.65	485.34	104.22	411.4	423.55	102	189.1	191.29	101	1066.1	1100.2	103
2004-2005	675.11	737.91	109.3	430	412.37	95	240.59	198.31	82	1345	1348	100.02
2005-2006	878	888.01	101.13	533	532.05	99	299.39	294.06	98	1710	1714	100.2
2006-2007	1141.83	1171.83	102.62	617	644.12	104.4	384.32	395.42	102.88	2143	2212	103
2007-2008	1210	1223.51	101.11	720	741.85	103	410	420	102.47	2340	2385	101.94
2008-2009	1222.45	1233.5	101	928.2	943.5	102	558.65	551.5	99	2703	2728	101
2009-2010	1120	1140	101.8	910.9	920	101	545.85	567	103.9	2577	2627	102
2010-2011	1253.49	1272.25	101.5	1052	1084.25	102.5	661.75	681.6	102.9	2973	3038	102
2011-2012	1466.56	1475	100.6	1089	1155	106	727.93	735	100.9	3284	3365	102.5
2012-2013	2342.78	2360	101	1225	1275	105	827.02	835	101	4394.8	4470	102
MEAN	1112.87	1133.88	102.59	757.09	777.75	101.99	484.46	460.04	99.55	2327.45	2371.58	101.88
MEDIAN	1141.83	1171.83	101.50	720.00	741.85	102.00	477.93	420.00	101.00	2340.00	2385.00	102.00
STDEV	525.78	521.23	2.56	297.74	315.46	3.02	214.44	230.52	6.07	1018.41	1037.56	1.06
CV(%)	47.25	45.97	2.49	39.33	40.56	2.96	44.26	50.11	6.10	43.76	43.75	1.04
SKEW	0.86	0.88	1.88	-0.02	0.01	-1.38	-0.03	0.03	-3.06	0.35	0.35	-0.96
KURT	2.30	2.43	4.72	-1.55	-1.49	2.13	-1.16	-1.31	8.73	0.17	0.12	-0.50
ACGR%	13.15	12.61	-0.53	12.82	13.33	0.66	15.97	16.96	1.02	13.61	13.66	0.08

Source: Calculations and Compiled from various Annual Credit Plan Reports of Lead bank (Canara Bank), Erode district.

The computed value of skewness and kurtosis of credit plan target fixed by the lead bank during the study period was symmetric in nature which accounted for the value of 0.35 and 0.12 respectively.

Bank group-wise performance under District Credit Plan

The share of Public Sector Banks in total priority sector lending varied between 36 per cent and 83 per cent. Canara Bank and State Bank of India disbursed major portion of the loans due to their wide network of branches in the district. The other nationalized banks have urban orientation and very few banks are operating in rural areas. However, the share declined to 38 per cent in 2005-06. It is observed that the private sector bank share of lending towards priority sector was very little due to their limited presence in the district. As on date, Karur Vysya Bank was operating at high level in the year 2002-03.

Table - 2 : Bank Group-wise Performance Under District Credit Plan

YEAR	PUBLIC SECTOR BANKS			PRIVATE SECTOR BANKS			OTHERS			TOTAL		
	TARGET	ACHIEVEMENT	%	TARGET	ACHIEVEMENT	%	TARGET	ACHIEVEMENT	%	TARGET	ACHIEVEMENT	%
2002-2003	761.84	772.58	101.00	213.22	220.04	103.00	114.92	118.56	103.00	1066.10	1100.18	103.00
2003-2004	761.84	772.58	101.00	212.15	187.00	88.00	159.91	181.00	117.00	1066.10	1100.18	102.00
2004-2005	928.05	836.41	90.12	255.55	283.08	110.00	161.40	299.16	142.00	1345.00	1348.65	100.00
2005-2006	1026.44	1095.04	107.00	427.50	342.80	80.00	256.50	274.24	107.00	1710.44	1714.10	100.00
2006-2007	1500.10	1476.81	98.45	428.60	480.28	98.00	214.30	265.44	123.00	2143.00	2212.53	103.00
2007-2008	1591.20	1598.48	100.50	514.80	524.70	102.00	234.00	262.35	112.00	2340.00	2385.53	102.00
2008-2009	1883.32	686.00	36.43	528.69	488.55	92.00	291.20	352.36	121.00	2703.96	2728.50	102.00
2009-2010	1792.11	1839.37	102.60	493.43	1168.55	237.00	291.20	319.00	110.00	2577.00	2627.00	102.00
2010-2011	2054.00	2098.00	102.00	571.00	564.00	98.72	347.30	376.16	108.00	2973.00	3038.00	102.00
2011-2012	2339.74	2352.85	100.55	625.42	640.30	102.00	369.34	372.04	100.00	3284.00	3365.00	102.00
2012-2013	3138.00	3026.00	96.43	786.99	1151.00	146.00	469.00	435.00	92.75	4394.80	4470.00	102.00
MEAN	1616.06	1504.92	94.19	427.04	550.03	114.25	264.46	295.94	112.34	2327.58	2371.79	101.82
MEDIAN	1591.20	1476.81	100.55	461.02	488.55	102.00	256.50	299.16	110.00	2340.00	2385.53	102.00
STDEV	736.80	765.77	19.61	150.49	334.10	44.03	104.19	90.83	13.29	1018.42	1037.50	0.98
CV(%)	45.59	50.88	20.82	35.24	60.74	38.54	39.40	30.69	11.83	43.75	43.74	0.96

Table No:2 reveals that the mean target value for public sector banks had registered Rs. 1616.06 crores. Out of these achievements mean had decreased to Rs.1504.92 crores during the reference period. It has been observed that there was continuous increase in achievements from 2009-10 to 2011-12.

The analysis of standard deviation and co-efficient of variance of credit plan target is fixed at 19.61 per cent and 20.82 per cent respectively. Regarding the annual compound growth rate of credit plan period achievement is 11.9 per cent during the study period. In the year 2008-09, public sector banks fixed their target at Rs.1883.52 crores but this bank achieved Rs.686 crores only. This is very low achievement of during the study period.

The targets of private sector bank during the study period varied between 80 per cent and 237 per cent during the period 2005-06 and 2009-10. It reveals that among 11 credit plans, target fixed for the mean value of lead banks is Rs.2327.58 crores. This bank achieved mean value of Rs.2371.79 crores during the entire study period.

The standard deviation and co-efficient of variation of private sector banks is 0.98 per cent and 0.96 per cent respectively. Lead banks as a whole, achieved an annual compound growth rate of 13.33 per cent during the study period under district credit plans. The trend shows a continuous increase in achievement from 2002-03 to 2012-13.

Deposits of Different Bank Groups in Erode District

Table no.3 highlights the deposits of different bank groups in Erode district from 2002-03 to 2012-13. The growth rate of deposit varied between 2.96 per cent and 12.34 per cent during the reference period, only 2.96 per cent increment in deposit was observed in 2010 despite their branch network.

The mean value of public sector banks was Rs. 38.85 crores in the study period. The computed value of standard deviation and co-efficient variation of public sector bank was 3.32 per cent and 42.13 per cent respectively.

Table No - 3 : Deposit of Different Bank Groups Under District Credit Plan

(Amount in Crores)

Year	Pub. Sector banks (deposits)	Growth %	Pvt.sector banks (deposits)	Growth %	Other bank (deposits)	Growth %	Total banks	Growth %
2002	25.64	10.23	7.94	1.02	1.67	-26.11	35.25	17.03
2003	27.29	6.43	8.41	5.91	1.98	18.56	37.68	6.89
2004	30.66	12.34	9.24	9.86	2.36	19.19	42.26	12.15
2005	33.52	9.32	9.38	1.51	2.98	26.27	45.88	8.56
2006	35.25	5.16	10.42	11.08	3.56	19.46	49.23	7.3
2007	37.14	5.36	12.45	19.48	3.98	11.79	53.57	8.82
2008	39.08	5.22	13.14	5.54	4.38	10.05	56.6	5.71
2009	40.87	4.58	12.01	-8.59	4.87	11.18	57.75	2.03
2010	42.08	2.96	15.97	32.97	5.95	22.17	64	10.82
2011	45.84	8.93	21.19	32.68	6.73	13.11	73.76	15.25
2012	51.31	11.93	24.8	17.03	8.11	20.51	84.22	14.18
2013	57.56	12.18	26.98	8.79	8.93	10.11	93.47	10.98
2012	51.31	11.93	24.8	17.03	8.11	20.51	84.22	14.18
2013	57.56	12.18	26.98	8.79	8.93	10.11	93.47	10.98
MEAN	38.85	7.88	14.32	11.44	8.03	8.82	57.81	9.97
SD	9.47	3.32	6.54	12.41	9.41	10.35	18.22	4.29
CV(%)	24.37	42.13	45.67	108.47	117.18	117.34	31.51	43.02
KURT	-0.07	-1.58	-0.22	0.0079	-0.7009	7.61	-0.207	-0.31
SKEW	0.54	0.11	1.05	0.55	1.51	-2.52	0.76	-0.06
ACGR%	6.89		11.89		16.21		8.78	

The Annual Compound Growth Rate of deposit collected by public sector bank was 6.89 per cent. It is less than the other sector banks. Although public sector bank were successful in mobilizing deposits, their growth rate consistently fluctuated

Deposit of private sector banks growth rate varied between -8.59 per cent and 32.97 per cent during the reference period. It reveals that the mean value of private sector banks was Rs.14.32 crores and computed value of standard deviation and Co-efficient of variance was Rs.6.54 and 45.67 Per cent respectively. The computed value of Kurtosis and Skewness was 0.22 Per cent and 1.05 per cent respectively which shows that the deposits of other banks growth rate varied between -26.11 per cent and 26.27 per cent during the study period. Computed mean value of other banks was 8.03 crores and the standard deviation and co-efficient of variation was 9.41 per cent and 117.18 per cent respectively, analysis of kurtosis and skewness was -0.7 per cent and 1.31 per cent respectively.

Deposits of total banks increased from Rs.35.25 crores to Rs.93.42 crores from 2002 to 2013. Growth rate of deposits varied between 2.03 per cent and 17.03 per cent during the study period. The standard deviation and co-efficient of variation was 18.22 per cent and 31.51 per cent respectively. The percentage increase was quite insignificant and all the banks have highly increased their deposits in the entire study period. Cumulative growth rate of deposit of total banks was 8.18 per cent.

Advances of Different banking groups in Erode District

The standard deviation and co-efficient of variance was 5.95 and 38.41 per cent. Computed value of kurtosis and skewness was 3.08 and 1.83 per cent respectively. Advance growth rate was hit by severe fluctuations throughout the period. Annual compound growth rate of advances made by private sector banks was 9.54 per cent. Advances to other banks also showed a raising trend in the entire study period. Growth rate varied between 0.48 per cent and 20.38 per cent during the study period

Table No : 4 - Advances of Different Banking Group in Erode District

(Amount in Crores)

Year end March	Pub. Sector Banks	Growth %	Private Sector Banks	Growth %	Other banks	Growth %	Total Banks	Growth %
2002	15.37	5.56	9.56	13.67	3.41	14.43	28.34	1.36
2003	16.86	9.69	10.21	6.79	3.87	13.48	30.94	9.17
2004	18.23	8.1	10.98	7.54	4.12	6.45	33.33	4.75
2005	19.87	8.99	11.88	8.19	4.96	20.38	36.71	13.26
2006	22.24	11.93	12.76	7.41	5.23	5.44	40.23	9.58
2007	29.32	31.83	13.23	3.68	5.98	14.34	48.53	20.63
2008	34.65	18.72	13.87	4.83	6.11	2.17	54.63	12.57
2009	40.13	15.81	14.41	3.89	6.28	2.78	60.82	11.33
2010	52.91	31.85	15.13	4.99	6.31	0.48	74.35	22.24
2011	61.21	15.68	21.21	40.18	7.39	17.11	89.81	20.79
2012	71.14	16.14	24.91	17.44	8.74	18.27	104.8	16.69
2013	82.23	15.58	27.98	12.32	9.43	11.33	119.6	14.12
MEAN	38.68	15.82	15.51	10.91	5.98	10.55	60.18	13.04
SD	23.01	8.45	5.95	10.13	1.85	6.82	30.61	6.41
CV(%)	59.5	53.42	38.41	92.91	30.98	64.68	50.87	49.16
KURT	-0.7164	1.61	3.08	14.29	-0.31	-1.48	0.93	-0.49
SKEW	0.78296	1.33	1.83	3.53	0.51	-0.15	1.29	-0.22
ACGR%	17.74		9.54		8.90		14.46	

Source: Calculations and Compiled from various Annual Credit Plan Reports of Lead bank (Canara Bank), Erode district.

Computed value of standard deviation and co-efficient of variance was 1.85 and 30.98 per cent respectively. Computed growth rate of advances made by other banks was 8.90 per cent. The standard deviation and co-efficient of variance of total banks was Rs.6.41 crores and 49.16 per cent respectively. It is observed that the performance of different banking groups was similar in advancing loans. Advance made by total banks increased from Rs.28.34 crores in 2002 to Rs.119.6 crores in 2013. Total bank growth rate varied between 1.36 per cent and 22.24 per cent during the study period. Computed Annual Growth Rate of advances in Public Sector Banks was 17.74 per cent. The public sector banks have a better performance in advancing loans. It is also observed that the growth rate of advances of public sector bank was higher than the growth rate of other sector bank advances. The kurtosis and co-efficient of skewness of total banks amounted to Rs.0.93 crores and Rs.1.29 crores respectively.

Table - 5 : C-D Ratio of Advances And Deposits of Different Banking Groups in Erode District

Ratio in percentages

Year end March	Public Sector Banks	Private Sector Banks	Other Banks	Total Banks
2002	59.94	120.40	204.19	80.39
2003	61.78	121.40	195.45	82.11
2004	59.45	118.83	174.57	78.86
2005	59.27	126.65	166.44	80.01
2006	63.09	122.45	146.91	81.71
2007	78.94	106.26	150.25	90.59
2008	84.78	105.55	139.49	96.51
2009	98.18	119.98	128.95	105.31
2010	125.73	94.74	106.05	116.17
2011	133.53	100.09	109.81	121.75
2012	138.64	100.44	107.76	124.42
2013	142.85	103.71	105.59	127.99

Source: Calculations and Compiled from various Annual Credit Plan Reports of Lead bank (Canara Bank), Erode district

But credit deposit ratio of public sector bank was succeeded from 59.94 per cent to 142.85 per cent during the study period. The CD ratio of total banks (Public, Private and other Banks) ranged from 80.39 per cent to 127.99 per cent during the period of study.

There has been a remarkable progress in the CDR during the study period by the end of March 2009, total banks have exceeded the target of banks as a whole and have achieved more than 100 per cent of CD ratio continuously for a period of five years during the study period. The highest CDR of 127.99 per cent was recorded in 2013. The CDR of private sector banks and total banks are going along the same line, while the CDR of private sector banks and other banks are continuously rising in the entire study period.

One of the most crucial indicators of banking development is the credit deposit ratio. The credit deposit ratios of the different bank groups in the district are exhibited in table 5. The credit deposit ratio of private sector banks declined from 120.40 per cent to 103.71 per cent, of other banks from 204.19 per cent to 105.59 per cent during the reference period.

Summary of Findings and Suggestions

The analysis of the sector-wise performance of commercial banks under the credit plan, found that the sector-wise CGR per cent was the highest in other priority sector term loans (16.96 per cent) and SSI occupies

next position with 13.33 per cent. Least CGR per cent has been registered for agriculture and allied Sector (12.61 per cent) due to natural calamities like drought, flood etc. However, there is huge potential for agricultural sector in the district and this has led to achievement of targets by banks in all credit plans. In addition, the credit allocation for non-farm sector also occupies second place due to its high potential in the district. As regards the average loan disbursed to different sectors, agricultural and allied Sector occupied the first position with Rs. 1133.88 crores during the study period. Non-farm Sector occupied the next position with Rs.777.75 crores implying its huge potential. Average loans disbursed for other priority sector stood at Rs.460.04 crores which was the least compared to other sectors. However, banks had achieved their targets in the entire credit plans in the entire sector.

Deposits of total bank increased from Rs.35.25 crores to Rs.93.42 crores in 2002 to 2013. Growth rate of deposits varied between 2.03 per cent and 17.03 per cent during the study period. Analysis of Standard Deviation and Co-efficient of Variation was 18.22 per cent and 31.51 per cent respectively.

The percentage increase was quite insignificant in all the banks which showed highly increasing trend in the entire study period. Cumulative growth rate of deposit of total bank was 8.18 per cent.

It is observed that the performance of different banking groups is similar in advancing loans. Advances made by total banks have increased from Rs.28.34 crores in 2002 to Rs.119.6 crores in 2013. Total bank growth rate varied between 1.36 per cent and 22.24 per cent during the study period. Computed Annual Growth Rate of advances of Public Sector Banks was 17.74 per cent. While public sector banks exhibited a better performance in advancing loans, it is also observed that the growth rate of advances of public sector bank was higher than the growth rate of other sector bank advances.

CD ratio of public, private and other banks was continuously high. The analysis found that other banks performance in terms of deposits was better than public and private sector banks. While public sector banks exhibited better performance in advancing loans, it is also observed that the growth rate of advances of both the banks (Private sector banks and other banks) are higher than the growth rate of deposits but public sector banks deposits growth rate is lower than the growth rate of advances.

Suggestions

The following measures may be initiated which may help to improve CDR as well as help the development of Erode district economy:

- Credit requirement of various sectors should be assessed more scientifically by the lead bank.
- Rehabilitation measures to improve sick industries should be undertaken.
- Credit plan to artisans and other skilled workers, educational sector, housing sector, fisheries sector, weaker sections and other viable projects should be evolved.
- Better co-ordination between Lead Bank on the one hand and other banks and development agencies on the other should be affected.
- The service area plan should be based on the real potential of the area concerned.
- Banks should finance power tiller scheme, horticultural activities, micro irrigation systems like drip irrigation, sprinkler irrigation, tourism activities, broiler farm and milk chilling plants.

Conclusion

Thus it is concluded from all the tables that lending to priority sector is done by the lead banks through public, private sector and other banks. All the banks have maximum achieved their overall target and sub target. Commercial banks should provide adequate credit to agriculture and other sectors. An integrated approach is required on the part of Lead Bank as a consortium leader with regard to assessing the potentiality of the district and meeting the credit needs of the target groups. The shortfall noted in the operation and preparation of Annual Credit Plans should be overcome through a useful and realistic approach. The state and central governments are implementing various developmental programmes for the upliftment of both rural and urban areas, promoting industries, increasing agricultural production etc.

INTERNATIONAL CONFERENCE ON INNOVATIVE STRATEGIES IN COMMERCE

R.V. Hema¹Dr.S.Mohan²

Abstract

All functions of the business purchase, production, marketing research and development require finance money these activities will come to a halt hence finance function is the most important of all function. The need for finance is continuous. A new firm for instance, has to first decide the amount of investment then sources of finance have to be considered for selection of an optimum financing mix the money raised must be used efficiently. The firm should earn more than the cost of funds only the interest and dividend can be paid to lenders and shareholders. Efficient management of the finance function is crucial for the smooth and successful running of a business. Financial management is concerned with the raising of funds and their effective utilisation. The firm has to procure the funds at the minimum possible cost and use them efficiently for this purpose, the following decisions are to be made: In order to make these financial decisions, the firm should have a clear objective. The important objectives-profit maximization and wealth maximization. Effectiveness of deposit schemes and lending policies of a financial institution is essential for its survival in the competitive environment. An attempt has been made by the researcher to analyse the financial performance of Town Benefit Mutual Fund which is a leading financial institution in Kumbakonam. Through the analysis various suggestions have been provided for its betterment.

Keywords: Investment decisions, Financial decisions, Dividend decisions

Introduction:

Finance is the life blood of a business. Circulation of blood is necessary for maintaining life in human body. In the same way, finance is absolutely necessary for the survival and smooth running of a business, purchase fixed assets, buy raw material, product goods and market them. Every business activity requires finance. Without finance the business would come to a halt. Therefore finance is the fundamental requirements for any business enterprise to carry on operations and achieve the goals. It has been rightly stated that business needs money to make more money.

Needs of Funds

1. Mobilizing the savings from among the investors and channelizing them for investment.
2. Earning better yields for the investors
3. Providing expertise in investment at low cost
4. Undertaking research in respect of corporate security.
5. Offering the benefits of flexible investment schedule to the investors.

Importance of the Study

Banks and other financial institutions play an important role in our economical development. Accepting the deposits and lending loans are important core functions of bank & financial institution. The interest rate of deposit and loan are very important factors in assessing

the financial institution's income. So it is very essential to analyse the deposit & loans of financial institution to determine its financial soundness. An attempt has been made by the researcher to analyse the various schemes and loans of Town Benefit Fund, Kumbakonam.

Objectives of the Study

The following are the objectives of the study:

- To analyse the various deposit schemes offered by town benefit fund for five years.
- To analyse the loan schemes of town benefit fund.
- To analyse the profitability of the concern.
- To analyse its recovery management.
- To offer suggestions.

Methodology

In the preparation of the report both primary and secondary data have been collected only from the bank officials at Kumbakonam branch, secondary data have been collected from the annual reports, books, journals and records etc., The study is a case study in nature because the study is related to only one bank.

Statistical Tools:

The data collected from the secondary source have been presented in the form of tables and presented in the appropriate places, percentages and trend analysis have been used wherever necessary.

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Limitations of The Study

The following are the limitations faced by the researcher during the study

- The study has been taken only for five years from 2010-2011 to 2014-2015.
- The study was limited for to only Kumbakonam areas so the result may not be applicable to other areas.
- The study is limited to the secondary data available from various records and annual reports of Town Benefit Funds.
- The study does not taken into account the marginal capability of Town Benefit Fund which may play an important role for its success.

Review of Literature

Introduction

Review of literature is essential for every research to carry on investigation successfully. Considering this some of the relevant studies have been viewed in the present study.

Singh (2003) analyzed profitability management of banks under the deregulated environment with some financial parameters of the major four banks profitability has declined in the deregulated environment. He emphasized to make the banking sector competitive in the deregulated environment. They should prefer non-interest income sources.

Wahab (2001) has analyzed the performance of the commercial banks under reforms. He also highlighted the major issues need to be considered for further improvement. He concluded that reforms have produced favorable 42 efforts on performance of commercial banks in general but still there are some distortions like low priority sector advances, low profitability etc., that needs to be reformed again.

Nair KNC (2006) in his paper Banking and Technology to meet 21st Century challenges Published in Bank net India, has discussed the future challenges of technology in banking. The author also point out how IT poses a bright future in rural banking. But is neglected as it traditionally considered unviable in the rural segment. A successful bank has to be bank has to respond to the new market paradigm and ineffectively controlling risk. Innovation will be the key extending the banking services to the untapped vast potential at the bottom off the pyramid.

Shorff FT (2007) in his paper, modern baking Technology bank net publication has given summary of how banking system evolved over the year. The paper discusses some issues face by this system. The author also gives examples of comparable banking system for other countries and lesson system. The author also example

of comfortable banking system for other countries and lesson learnt. Indian Banking is at the threshold of the paradigm shift. The application of technology and product innovations is bringing about structure change in the Indian Banking System.

Ballabh (2000) analyzed challenges in the post banking sector reforms. With globalization and change in technology, financial market world over have become closely integrated for the survival of the banks they should adopt new policies/strategies according to the changing environment.

Profile of Town Benefit Fund

Incorporation

Town Benefit Fund company incorporated under section 620 A of the Indian companies act 1956 and approved by both. The house of the official gazette of the central government. Whereas most of the companies are incorporated under Indian companies act 1956 only.

For the financial year 2014-2015 the company projected to achieve a total business of Rs.360 cores as deposit and Rs.250 cores as advances.

Present 91 permanent employees and 131 temporary employees were servicing the member through 28 branch. Further the company proposed to open 14 branches at Vadavalli, Urupakkam, Porur, Madvakkam, Sriruseri, Chenkalpatti, Cuddalore, Neyveli, Kattur, Athur, Perambalur, Kallakurichi, Peralam and Pazanganatham, before 31 at march 2016.

Different type of deposits:

Kumbakonam Town Benefit Fund limited, raises their funds from accepting the following deposit:

- Fixed deposits
- Saving deposits
- Recurring deposits
- Special saving deposits
- Cumulative deposits

Though the bank increases their fund for deposit holder. The bank has given the attractive interest.

Table - 1 : Interest rate for regular deposit

Period	Regular	Rate of interest percentage (p.a)	
		General citizens	Senior citizens
6 months	9%	9.5%	10%
1 year	9.5%	10.5%	11.5%
2 year	10.5%	11.5%	12.5%
3 year	11.5%	12.5%	12.5%
5 year	12.5%	12.5%	12.5%

Fixed Deposit

The account which is opened for a particular fixed period (time) by depositing particular amount (money) is known as fixed term deposits.

Under fixed deposits account money is deposited account, money is deposited for a fixed period say six months one year, five years or even ten years. The money deposited in this account cannot be withdraw before the before the expiry of period. The rate of interest paid for fixed deposit vary change according to amount, period and from bank to bank.

Table - 2 : Fixed Deposit

Year	Fixed deposit amount	Total deposits amount	Percentage of fixed deposits Total
2010-2011	20,01,70,054	50,83,64,017	39.37%
2011-2012	20,01,70,000	54,89,58,000	36.46%
2012-2013	28,53,22,986	74,16,10,271	38.47%
2013-2014	56,83,30,011	1,36,01,47,251	41.78%
2014-2015	57,79,19,866	1,43,79,40,417	40.19%

Source: Secondary data

The above table indicates the trend in the amount of fixed deposit account for the study period of five year.

In the year of 2010-2011, the deposits were 39.37% of total deposits. In the year 2011-2012, it has decreased to 36.46%. In 2012-2013 again it has increasing trend. In 2013-2014 it has considerably increased to 41.78% in 2014-2015 The fixed deposits has decreased while comparing with previous year.

Saving Deposits

Saving accounts are opened for the convenience of middle and lower salaried income groups. Small saving are collected and deposited in such accounts which are used for capital formation in the country. Such account can be opened by any individual by depositing Rs. 100 to 500 in any bank. But cheque facility is not given on such account minimum balance is to kept by the depositors for availing cheques facility. There is no restriction on the deposits but there withdrawals. A customer cannot withdraw more than 50 items during 6 months from the account. Bank pays rate of interest which is generally 4.5% per annum. The account is useful to general public and salaried class (**Table : 3**)

The above table indicates the trend in the amount of saving deposit account. The table clearly shows that there has been decreasing trend in the amount of saving deposits of this bank throughout the period of study. In the year 2014-2015 the saving deposits has increased to 6.03% but it is lower than 2010-2011.

Table - 3 : Saving Deposit

Year	Saving deposit amount	Total deposits amount	Percentage of Saving deposit total deposits
2010-2011	3,74,75,269	50,83,64,017	7.37%
2011-2012	37,47,500	5,4,89,58,000	6.82%
2012-2013	4,20,23,890	74,16,10,271	5.66%
2013-2014	6,24,97,667	1,36,01,47,251	4.59%
2014-2015	8,67,69,079	1,43,79,40,417	6.03%

Source: Secondary data

Recurring Saving Deposit:

The monthly saving deposits scheme, the depositor deposit a fixed sum of money every month with a minimum of 10 or multiples of Rs. 10 for a minimum period of 6 month and maximum period, of ten year on the expiry of the fixed period, the amount of installment paid in are repaid with interest there on. This scheme is particularly suitable for the salaried class and those who get a regular monthly income.

Table - 4 : Recurring Deposit

Year	Recurring deposits	Total deposit amount	Percentage of recurring deposit
2010-2011	1,44,42,138	50,83,64,017	2.84%
2011-2012	1,44,42,000	5,48,95,800	2.63%
2012-2013	4,16,91,868	74,16,10,271	5.62%
2013-2014	6,74,13,631	1,36,01,47,251	4.95%
2014-2015	9,88,12,660	1,43,79,40,417	6.87%

Source: Secondary Data

The above table indicates the trend in the point of recurring deposit during the study period five years. The amount of recurring deposits was more of less similar for the first two years of the study period. In the year 2012-2013, it has increased to 5.62%, again in the year 2013-2014 it has decreased to 4.95%. In 2014-2015 the recurring deposits amount has increased to 6.87%. The firm has to create awareness to inculcate the habit of savings.

Trend Analysis

The trend analysis is very helpful in making a comparative study of the financial statement of several years, under this technique information for a number of years is taken up and one year is taken as the base year. Each item of the base year is taken as 100 and on that the base year the percentage for other years are calculated. (**Table : 5**)

Table - 5 : Trend analysis of fixed deposit

Year	Fixed deposit total	Percentage
2010-2011	20,01,70,054	100%
2011-2012	20,01,70,000	99.99%
2012-2013	28,53,22,986	142.54%
2013-2014	56,83,30,011	283.92%
2014-2015	57,79,19,866	288.71%

Inference:

The above table shows that trend analysis of fixed deposit.

By taking 2010-2011, as base. Trend percentage of fixed deposit has been calculated. In 2011-2012, the percentage was 99.99%. In 2012-2013, it increased to 142.54%. In 2013-2014, it further increased to 283.92% and in 2014-2015, the trend analysis shows 288.71%, which has highest deposit during the study period.

Introduction Of Loans And Advances:

The most profitable of all bank assets is probably loans and advances. Bank loans and advances may be made to industry and trade either by the system of overdrafts of an agreed amount or by discounting bills of exchange. Loans and advances carry a high rate of interest because of the high risk involved low liquidity and the difficult of shifting them to other parties. They involve great risk to the bank because of the possible failure and in extreme cases, insolvency and liquidation of the borrowers. Again these loans and advances have a low liquidity and low shiftability in the sense that they cannot be converted into cash easily on and when the bank requires additional cash to other commercial bank or the central bank of the country. As a matter of fact, all bank failures may be ascribed to faulty policies regarding loans and advances. From the point of view of safety of the bank and its liquidity, loans and advances are poor assets. But the high yield of these assets compensation for the difficulties associated with them. These assets thus have low liquidity but high yield.

Forms of Advances:

- Demand loan
- Overdraft
- Cash credit
- Bills discounted and purchase
- Term loan

Supporting documents:

In order to comply with the KYC (Known Your Customer) the company insists to produce identity proof such as ration card with photo driving license, pan card, voter id card, passport, aadhar card etc., and address proof, telephone bill, electricity bill, water bill, bank account/ credit card statement, municipal local/house tax bill/

receipt authentic rent receipt/ lease document, letter from reputed employer/ public authority of the member at the time of availing the loan.

Security is about how well the gold is physically secured and also about the internal system and procedures at the company which ensure that there in scope for any many functions after the jewelers have been pledged.

Table - 6 : Jewel Loans

Rs. In cores

Year	Jewel loan amount	Total loan amount	Percentage
2010-2011	42,82,95,506	45,23,15,647	94.68%
2011-2012	62,25,67,379	65,26,72,004	95.38%
2012-2013	84,81,04,036	1,46,57,42,258	96.29%
2013-2014	1,41,25,11,470	1,46,57,42,258	96.36%
2014-2015	1,39,96,03,979	1,44,40,66,062	94.84%

Source: Secondary Data

The above table shows jewel loan issued by the town benefit fund kumbakonam branch shows in the above table. In loans of town benefit fund jewel loans contributed more amounts to total loans. In 2010-2011, jewel loan were 94.68% and in subsequent 3 years, it has increased to 96.36%. But in 2014-2015, it has decreased to 94.84% as the jewel loan is the safest made of loans, the firm has to concentrate to maintain in increasing trend.

Table - 7 : Loan against Deposit

Year	Loan against Deposit amount	Total loan amount	Percentage
2010-2011	2,37,92,296	45,23,15,647	5.26%
2011-2012	2,98,83,846	65,26,72,004	4.57%
2012-2013	3,26,39,564	88,07,43,600	3.70%
2013-2014	5,32,30,788	1,46,57,42,258	3.63%
2014-2015	4,44,62,083	1,44,40,66,062	3.07%

Source: Secondary Data

The amount of loan against deposit is provided by the town benefit fund kumbakonam branch was shown in the above table. Apart from jewel loan the town benefit fund is providing loan against deposits. An overview of loan against deposits shows an increasing trend, in 2010-2011 the percentage loan amount to total loan amount was 5.26%. In 2011-2012, it has decreased to 4.57% further it has decreased in 2012-2013, 2013-2014 & 2014-2015.

Findings**The following are the findings of this study:-**

- The Town Benefit Funds Limited, kumbakonam was incorporated on 29th August 1991. The kumbakonam was started on 1993.

- The bank has presently 91 permanent employees and 131 temporary employees, under the supervision of the branch manager.
- The total deposits accepted by the firm recorded an increasing trend during the course of study. An analysis of type wise deposit growth reveals that the growth rate was at the extent of 41.78% for fixed deposit, 7.37% for saving deposit, 6.87% for recurring deposit, 0.57% for special saving deposit, 49.84% for cumulative deposits.
- The growth in deposits may be attributed not only the higher rate of interest permitted by Reserve Bank of India but also the service rendered by this fund with full satisfaction of customers.
- Town benefit fund been providing jewel loan against deposit. Nearly 96.39% of total loan, are given in the form of jewel loan. This is the highest percentage of jewel amount during our study period.
- Loan against deposit has been given by town benefit fund upto 5.26% of total amount, which is highest percentage during our study period.
- As the company lends advance to its customer only against jewel and their deposit held with the firm. Hence, there is no chance of failure in recovery of loan and chance of non performance assts is nil.
- The assets of the town benefit fund showed a notable growth during the period of study. It is recorded an upward trend in all types of assets

Suggestions

The Town Benefit Fund limited, Kumbakonam branch may take the following suggestions for better service.

- Town Benefit Funds should provide practical training to all classes of its employees from lower to top level.
- The fund can introduce more innovative schemes of deposits especially to the needs of the urban people, since the funds is situated in urban area.
- The fund must provide more loans and advances to the customers at low rate of interest, by relaxing strict conditions to improve its profit position.
- To motivate the staff members, the fund can sanction yearly increment and bonus to the staff members.
- The fund may take step for opening more number of branches. These are vast chance to improve profit and deposits if the branches are opened in other places.
- The fund must grant education loans to enable poor students to pursue their professional courses, so that it may increase the loyalty towards TBF.
- The fund can still increase the number of member through motivation and specialized services.
- The fund may further take aggressive action to mobilize the saving of different sector of the society.

Conclusion

Commercial bank are playing a prominent role in the development of commerce industry and jewel. They play an important role in the economic development of country a well developed and well organized banking system is essential for promoting repaid economic progress of our country. Fund in modern times, are indispensable for economic growth development. In fact repaid economic development is impossible with out efficient banking system. Generally, the fund are properly utilized and beneficiaries are benefited. This shows that the cordial relationship between the fund and the borrowers. Certainly the conditions of the members and customers **financially and socially by the involvement of the Town Benefit Fund at Kumbakonam**. It was become an integrals part in their lives. To conclude the performance and the town benefit fund limited, Kumbakonam branch has been satisfactory and also the financial position of the fund has been sound.

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AN EMPIRICAL ANALYSIS OF INPATIENTS SATISFACTION ON THE HEALTHCARE SUPPORTIVE SERVICES FROM THE SELECTED MULTI-SPECIALTY HOSPITALS OF TIRUCHIRAPALLI

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Abstract

Healthcare is one of India's largest sectors, in terms of revenue and employment, and one can well witness the sector to expand rapidly. With the fast growing purchasing power, Indian patients are willing to pay more to avail health care services of international standard. In the era of globalization and heightened competition, it has been observed that delivery of service is imperative for Indian healthcare providers to satisfy their indoor as well as outdoor patients. Hence, it is essential to be aware of how the patients and patient parties evaluate the health care service. Such an understanding facilitates hospital administration to enhance quality of service and satisfy patients to a great extent as well. This paper focuses on the measurement of patient satisfaction on the supportive services provided by the hospitals. In this regard, a review of concepts related to supportive services has been considered to investigate and the same in measuring patient satisfaction in health care sector in today's competitive environment. The study undertaken shows that majority of the respondents are satisfied with the supportive services rendered by selected Multispecialty hospitals of Tiruchirapalli. Recommendations are suggested to the hospital management. The suggestions regarding introduction of training program to staff members, clear & legitimate bill preparation, a separate room for Case history record maintenance, supply of free of charge of dietary & nutritious food and ensuring good housekeeping services are forwarded to the management of Multispecialty Hospitals.

Key words: Hospital, Patients, Patients Satisfaction, Multispecialty Hospitals, Supportive services.

Introduction

The practice and system of medicine has evolved over centuries. There are certain significant developments which have taken place in the health systems in recent times. Chief among them are:

- a. The establishment of corporate hospitals equipped with the latest facilities
- b. The advent of third-party payers (insurance companies, governments, companies, etc.); increasing awareness among patients
- c. Availability of information through the internet, and higher expectations of patient care and
- d. The increasing litigations for unsatisfying results.

All these factors have resulted in a challenging profile for the health care industry - away from the traditional concept of a noble profession towards a service industry. The Multispecialty medical care organizations are mainly providing curative care services that are high-tech oriented and cost effective. The Consumer satisfaction is recognized as an important parameter for assessing the patient care services and their satisfaction in such hospitals. The patients are the most important stakeholders of these hospitals and their views on every aspect of the health care environment will have to be understood so that measures can be taken to satisfy

them during their future encounters with the health care environment. Thus there is a need to analyze the health care system and its services as often as possible.

Conceptual Review

The word **Customer** is also defined as "a person who purchases goods or services." Today the patient sees himself as a buyer of health services. Once this concept is accepted, then there is a need to recognize that every patient has certain rights, which puts a special emphasis on to the delivery of quality health care.

A **Hospital** is a place for the treatment of human illness and restoration of health and well beings of those temporarily deprived off. A healthcare services is provided by the coordinated efforts of doctors, paramedical staff, nurses, technicians, supportive and administrative workers to the people suffering from physical, mental and social ailments.

A **Multi Specialty Hospital** is a place where treatment for all kinds of illness is done in a one hospital. In this area all types of services like emergency services, General medicine, paediatrics & neonatology, x ray, pathology, cardiology, physiotherapy, operation theatres and a minimum of 200 to 500 bed facility is available. At this hospital 200 members can take treatment at a time.

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Hospital services is a term that refers to medical and surgical services and the supporting laboratories, equipment and personnel that make up the medical and surgical mission of a hospital or hospital system.

Patient Satisfaction is best defined as a patient's evaluation of (aspects of) a healthcare service based on the fulfilment of their expectations. It is good to bear in mind that evaluation is in the active domain and describes favourable or unfavourable feelings toward the services. This means that people hold certain beliefs about health care and the healthcare system, which forms the basis of the relation between certain attributes and aspects of health care. Although it has been put forward that patient satisfaction is the sum of the evaluation and the expectations that we hold (also called belief strength), this has not been shown in empirical studies. It is stressed that expectations should be studied better to get more insight into patient satisfaction.

Supportive Services are the services rendered to the patients in addition to healthcare services (life saving). It includes the services of Paramedical staff like Nurses, pharmacist, technician services (Laboratory, ECG, Scan, X-ray etc) and the services of Non-paramedical staff like administrative staff services, sterilization services (instruments, Clothes, Gloves etc) food & beverage services (supply of bread, meals, milk, boiled eatables etc), Housekeeping services and ambulance services.

Objectives of the study:

On the basis of the rationale behind this study, the following Objectives have been determined.

- To Study the inpatients personal profile in the Study area.
- To identify the level of satisfaction on the services of the paramedical staff of the Study area.
- To analyse the patients opinion about the services of Non-paramedical staff Study area.
- To suggest suitable measures to improve the services rendered by the multispecialty hospitals of Trichy to the immediately admitted populace.

Research Design:

The Research Design for the study would be **Descriptive and Analytical** in nature, executed as below:

- **Sample Size:** The sample size for the study is **748 respondents** selected on the basis of **Convenient Random Sampling Method** from the patients of 5 selected Multispecialty Hospitals of Trichy. Among 748 respondents, 151 respondents studied are from Apollo Hospital, 167 respondents are from ABC Hospital, 263 are from GVN, 87 are from KMC and rest 80 are studied from Maruthi multispecialty Hospital.

- **Sources of Data:** For the purpose of the study, Primary data has been collected using a well-structured Interview Schedule and secondary data has been collected from published research articles, books and magazines, Online and Offline Journals.
- **Tools for analysis:** The Primary data collected have been analysed and interpreted using simple frequencies, percentages, Chi- Square test, Correlation Analysis, ANOVA.

Thus the paper has been organized as follows: section 1 represents an introduction to the methodology adopted for the study, section 2 reviews the conceptual & literature views on analyzing patients satisfaction, section 3 presents a brief history of selected multispecialty hospitals for study, section 4 presents the results of Data analysis and section 5 represent the recommendations and concludes.

Review of Literature:

According to **O' Connor et al.**, (1994), "it's the patient perspective that increasingly is being viewed as a meaningful indicator of **Customer Satisfaction in Health Care** and may in fact represent the most important perspective. An understanding of the patients perception of service is seen as key components of both a process and outcome evaluation and the effectiveness of health care services is determined to some degree by patients satisfaction with the services provided.

Marni Reisberg surveyed Customer Satisfaction in Health Care administration & supervision is the article appeared in the June 1996 issue (Vol. 6, No. 2, pp. 12-15) of the Division 11 peer-reviewed publication Perspectives on Administration and Supervision. It suggested that service is the new standard by which customers are measuring an organization's performance.

Fekadu Assefa, Andualem Mosse and Yohannes Hailemichael (2005) presented an article titled Assessment of Clients' Satisfaction with Health Service Deliveries at Jimma University Specialized Hospital. This study showed higher clients' satisfaction level in the University Specialized Hospital when compared to previous studies in the same hospital as well as other similar studies in the country. Furthermore, satisfaction with the health care was found to have a significant association with the age of the respondents ($p=0.034$) and educational level of the respondents ($p=0.003$).

The American Academy of Nurse Practitioners' (2002) role statement for the nurse practitioner as an advanced practice registered nurse describes nurse practitioners as unique clinicians who assess and manage both medical and nursing problems. It further defines the role to include delivery of primary health care as well as specialty healthcare in both the ambulatory and inpatient settings.

Vasco Eiriz, José António Figueiredo, (2005) University of Minho, Braga, Portugal conducted a study on "Quality evaluation in health care services based on customer-provider relationships", International Journal of Health Care Quality Assurance, Vol. 18 Iss: 6, pp.404 - 412. The authors develop a framework for health care evaluation based on the relationship between customers (patients, their relatives and citizens) and providers (managers, doctors, other technical staff and non-technical staff), and considering four quality items (customer service orientation, financial performance, logistical functionality and level of staff competence).

KS Prasanna(2008) conducted A Study from the Outpatient Department of a Private Medical College Hospital at Mangalore. The study showed good results with respect to availability and clinical care. Recommendations regarding ways to reduce the time spent in the pharmacy and the cost of investigations are required to improve consumer satisfaction.

Profile of selected Multispecialty Hospitals of Trichy.

• Apollo Company Overview

Apollo Hospitals is widely recognized as the pioneer of private healthcare in India, and was the country's first corporate hospital. The Apollo Hospitals Group, which started as a 150-bed hospital and today, operates 9200 beds across 64 hospitals. A forerunner in integrated healthcare, Apollo has a robust presence across the healthcare spectrum. The Group has emerged as the foremost integrated healthcare provider in Asia, with mature group companies that specialize in insurance, pharmacy, consultancy, clinics and many such key touch points of the ecosystem. The Apollo Group has touched the lives of over 45 million patients, from 121 countries.

Mission of Apollo

The motto of the hospital from the time of its origin was bringing world-class healthcare to India, at a price point that Indians could afford!

• ABC Hospital

Assured Best Care Hospital (ABC Hospital), is a Trichy based 100 bed hospital providing secondary and tertiary health care for the population since 2003. The hospital has won the trust of its clientele by its committed, round-the-clock service and patient-centric approach. The hospital is an established referral centre for critical care, traumatology and organ transplantation. The hospital strives to provide modern health care at affordable costs and high safety standards.

Vision

- Attract and enhance relationship with well qualified accomplished and respected physicians, nurses and other health care professionals.
- Foster a culture of superb clinical and operational performance.
- Provide superior capabilities, facilities and technology for the entire gamut of health care services.

Mission

- To uphold the enduring trust of our patients with dedication and commitment to reanimate lives.
- Leadership and excellence in delivering quality health care services and striving to improve the health status of our community.
- Training physicians and other health care professionals.

Values

- Integrity
- Excellence
- Team Work
- Respect
- Compassion
- Stewardship
- **GVN Hospital**

Dr. G. Viswanathan Speciality Hospital situated in main centre part of Trichy Town. It started its service in 1983 and received special award from the chief minister of Tamilnadu for the better services rendered in curing cancer. The hospital is specialized in giving treatment for Cancer. When one looks into the history of the city of Tiruchirappalli, the name of the founder Dr. G.Viswanathan of Srirangam is engraved as one of the pioneers who brought modern medicine to the door steps of common men. The Patients did not consider him merely as a doctor who attend to their sickness. To them he was also a trusted friend & councilor. As far as the poor is concerned he not only give free treatment but also rendered financial help also when it is needed. He truly reflected Long Fellow's description in character, in manner, in style and in all things. Due to his untiring service he become a legend in the Medical History. The torch lighted by the founder is still carried on by the hospital.

Mission of GVN:

The motto of the hospital from the time of its origin was to serve and to help the Poor.

KMC Specialty Hospitals (India) Ltd. provides inpatient and outpatient hospital services in India. The hospital offers services in the areas of neurosurgery, cardiovascular and thoracic surgery, orthopedics, plastic and reconstructive surgery, gynecology, and neonatology,

as well as nephrology, including renal transplants. The company also engages in the retail sale of pharmaceutical products. Formerly known as Seahorse Hospital Limited, KMC Specialty Hospitals (India) Ltd. was incorporated in the year 1982. The **motive of this Hospital is**

1. To import, buy, hire all kinds of diagnostic and therapeutic equipments in the field of medicine.
2. To run medical centres owning conventional and non-conventional medical equipments and to impart training and conducting training programmes for such centres.
3. To serve the ailing poor citizens by rendering medical attention utilising equipments owned or operated by the company.
4. To form medical trusts and foundations for rendering medical aids and for owning and operating medical equipments to cater to the needy and ailing citizens.
5. To carry out services as Consultants in the field of medicine subject to such regulations as the Govt. or Indian Medical Council may prescribe in this regard.

Maruti Hospital Tiruchirapalli Pvt. Ltd. owns and operates a healthcare facility. The company was incorporated in 1997 and is based in Tiruchirapalli, India. As of December 6, 2008, Maruti Hospital Tiruchirapalli Pvt. Ltd. operates as a subsidiary of Vasana Health Care Group. **Maruti Hospital** is frontline Superspeciality Hospital well known for Poly Trauma & Emergency Care in this part of Tamilnadu. Hospital is situated at the heart of Trichy access by Road, Rail & Air. Hospital provides Specialist & Superspecialist consultants in all branches of medicine.

Results of Data Analysis

Personal Back ground

- 46 percent of the respondents studied are Male and 54 percent of them are female.
- 28 percent of them are aged above 55 years.
- 27 percent of them studied are Illiterates.
- 47 percent of the patients residents belongs to urban areas, 33 percent of them are from Rural areas and rest 19 percent of them are from Suburban areas.
- 28 percent of respondents are employed in Private concern.
- 72 percent of the respondents are Married.
- 33 percent of them fall in Rs. 10001 – Rs. 20000 income earning group

Social impact on the Respondents.

- 35 percent of the respondents studied are the patients of GVN Hospital, 22 percent of them are patients of

ABC Hospital, 20 percent of them are from Apollo Hospital, 12 percent are from KMC and rest 11 percent of them studied are the patients of Maruthi Hospital.

- 32 percent of the respondents admitted as emergency case in the hospital.
- 49 percent of them stayed for less than 10 days in hospital.
- 34 percent of the respondents are unaware of health insurance and rest 66 percent of them insured their life under health insurance schemes.
- 34 percent of them consider the Cost of Care as normal and bearable.
- 35 percent of the respondents opined neutrally satisfied with the Overall services of these hospital.

Patient's satisfaction on the Supportive Services.

Opinion on the services of Paramedical staff (Nurses, pharmacist & Technician)

- 27 percent of the respondents opined neutrally to the service attitude of Nurses.
- 23 percent of them are satisfied with the nurse's responses for their queries.
- 27 percent of the respondents state that the services of Nurses are prompt and personalized.
- 28 percent of them are satisfied with the professional services of nurses.
- 26 percent of the respondents accepted that pharmacist issues medicines as per doctor's prescription.
- 29 percent of them are satisfied with the proper dosage information given by the pharmacist.
- 28 percent of the respondent opined that computerised bills are issued in the pharmacy.
- 45 percent of the respondents accepted that adequate & skilled personals are appointed for Technical services.
- 31 percent of them opined that physician control present over the technical reports.
- 30 percent of the respondents opined neutrally satisfied with the timely receipt of computerised reports.
- 64 percent of them state that regular sterilization of all materials and equipments are done in hospitals.

Opinion on the services of Administrative Staff (front line staff, Housekeepers & Ambulance drivers).

- 29 percent of the respondents are satisfied with the service attitude of Administrative Staff.
- 23 percent of them are satisfied with the time taken for giving the responses by the Administrative staff to the queries of patients.

- 54 percent of them opined as the bill details are not understandable.
- 26 percent of the respondents agreed that historical records of patients are maintained.
- 25 percent of them are satisfied with the case histories references made by doctor during the patients visit.
- At present 86 percent of the respondent opined as no free charge of food is given to patients of private hospitals.
- 42 percent of the respondents are dissatisfied with the laundry services of private hospitals.
- 33 percent of the respondents dissatisfied with the daily change of bedspread.
- 32 percent of them accepted and satisfied on the timely availability of ambulance services.
- 30 percent of them are neutrally satisfied with immediate treatment given to the patients in the ambulance.
- 33 percent of the respondents are neutrally satisfied with the cleanliness of ambulance.

Statistical Results

Table - 1 : Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.959	26

The data was tested for its reliability and **Cronbach's Alpha** was **0.959**

Chi-Square Tests

Table - 2 : Residential areas and Service attitude of nurses.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	122.893(a)	16	.000
Likelihood Ratio	131.616	16	.000
Linear-by-Linear Association	9.425		
N of Valid Cases	748	1	.002

Inference: There is significant relationship between respondents' residential status and service attitude of towards nurses of the selected multispecialty hospitals.

Table - 3 : Cost of Care and Overall Satisfaction of Services

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	300.106(a)	16	.000
Likelihood Ratio	343.988	16	.000
Linear-by-Linear Association	185.294	1	.000
N of Valid Cases	748		

Inference: There is significant relationship between the cost of care of services used and Overall satisfaction towards the Services of selected Multispecialty Hospitals (**Table : 4**)

Table - 4 : Inter-Correlation Matrix between Overall Satisfaction of Paramedical Staff Services

		Service Attitude of Nurses	Queries Time answered	Case Histories Reference	Dosage Information	Materials Sterilisation	Bacteria Free Washed Clothes	Immediate treatment in Ambulance
Service Attitude of Nurses	Pearson Correlation	1	.562(**)	.476(**)	.458(**)	.440(**)	.156(**)	.579(**)
	Sig. (2tailed)		.000	.000	.000	.000	.000	.000
	N	748	748	748	748	748	748	748
Queries Time answered	Pearson Correlation	.562(**)	1	.637(**)	.601(**)	.432(**)	.219(**)	.588(**)
	Sig. (2tailed)	.000		.000	.000	.000	.000	.000
	N	748	748	748	748	748	748	748
Case Histories Reference	Pearson Correlation	.476(**)	.637(**)	1	.514(**)	.558(**)	.289(**)	.643(**)
	Sig. (2tailed)	.000	.000		.000	.000	.000	.000
	N	748	748	748	748	748	748	748

Dosage Information	Pearson Correlation	.458(**)	.601(**)	.514(**)	1	.626(**)	.365(**)	.497(**)
	Sig. (2tailed)	.000	.000	.000		.000	.000	.000
	N	748	748	748	748	748	748	748
Materials Sterilisation	Pearson Correlation	.440(**)	.432(**)	.558(**)	.626(**)	1	.375(**)	.540(**)
	Sig. (2tailed)	.000	.000	.000	.000		.000	.000
	N	748	748	748	748	748	748	748
Bacteria Free Washed Clothes	Pearson Correlation	.156(**)	.219(**)	.289(**)	.365(**)	.375(**)	1	.353(**)
	Sig. (2tailed)	.000	.000	.000	.000	.000		.000
	N	748	748	748	748	748	748	748
Immediate treatment in Ambulance	Pearson Correlation	.579(**)	.588(**)	.643(**)	.497(**)	.540(**)	.353(**)	1
	Sig. (2tailed)	.000	.000	.000	.000	.000	.000	
	N	748	748	748	748	748	748	748

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

The Correlation matrix presented shows the significant and positive relationship between overall satisfaction on the services of Paramedical staff Services like Services of Nurses, administrative staff’s timely replies for patients Queries, Case Histories Reference by Doctors, Dosage Information details by pharmacist, Regular and all Materials Sterilisation, supply of Bacteria Free Washed Clothes to Patients, Immediate treatment in Ambulance to the Patients admitted. The result does not show any negative relationship. Therefore all the factors are positively influenced by the respondents’ satisfaction on the services of Multi specialty hospitals. Thus the above table is an evident that shows a strong and positive relationship in between the variables except case history reference of the patients and regular supply of bacteria free washed clothes.

Table - 5 : ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	39.553	4	9.888	6.508	.000
	Within Groups	1128.912	743	1.519		
	Total	1168.465	747			
	Between Groups	54.227	4	13.557	10.272	.000
	Within Groups	980.596	743	1.320		
	Total	1034.824	747			
	Between Groups	16.055	4	4.014	2.929	.020
	Within Groups	1018.106	743	1.370		
	Total	1034.160	747			
	Between Groups	14.165	4	3.541	2.758	.027
	Within Groups	953.926	743	1.284		
	Total	968.091	747			

Bacteria Free Washed Clothes & Overall satisfaction on the services.	Between Groups	37.431	4	9.358	6.475	.000
	Within Groups	1073.813	743	1.445		
	Total	1111.245	747			
Ambulance Timely Service Overall satisfaction on the services.	Between Groups	19.433	4	4.858	2.895	.021
	Within Groups	1246.731	743	1.678		
	Total	1266.164	747			

- The differences in the mean of samples based on the Overall satisfaction towards the hospital services and the differences in the mean of samples based on the Personalised Services of nurses are **Significant**
- The differences in the mean of samples based on the Overall satisfaction towards the hospital services and the differences in the mean of samples based on the Understandable Bills by the respondents are **Significant**
- The differences in the mean of samples based on the Overall satisfaction towards the hospital services and the differences in the mean of samples based on all and daily materials sterilisation are **Significant**
- The differences in the mean of samples based on the Overall satisfaction towards the hospital services and the differences in the mean of samples based on the Free Food served to Patients are **Significant**
- The differences in the mean of samples based on the Overall satisfaction towards the hospital services and the differences in the mean of samples based on the Bacteria Free Washed Clothes are **Significant**.
- The differences in the mean of samples based on the Overall satisfaction towards the hospital services and the differences in the mean of samples based on the Timely Service of Ambulance are **Significant**.

Suggestions

The current study recommends the following few remedies to the management of hospital.

- The special training programs initiating the human relationship must be arranged once in a year for all paramedical staff members that emphasis a good relationship exist among staff and patients.
- The management executives of the hospital must take care in preparing the details of hospital bills and it must be clearly understandable to the respondents.
- A separate room for maintaining the records of all clients must be arranged in hospitals. So that if required easily a case history can be verified.
- The hospitals can raise fund from Government & WHO's to arrange free of charge of dietary and nutritious food to patients admitted in hospitals.

- A proper mechanical and daily laundry system must be introduced and ensured that bacteria free clothes is used in hospitals.

Conclusion

This research study examined the healthcare supportive services to the patients admitted in the selected multi specialty hospitals of Trichy. The study was analysed on the basis of various dimensions namely personal and demographic factors, services of Paramedical staff like Nurses, pharmacist, Technicians, Housekeepers and Non paramedical Staff like administrative staff members, Ambulance attenders etc. The study showed the good result on the supportive services rendered to the patients. The suggestions regarding training program, clear & legitimate bill preparation, a separate room for Case history record maintenance, supply of free of charge of dietary & nutritious food and ensuring good housekeeping services are forwarded to the management of Multispecialty Hospitals. The hospital must understand the weak areas and plan for better delivery of services to the patients.

Thus the study is a valid and internally reliable tool for assessing patient satisfaction with the healthcare supportive services.

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AN IN-DEPTH STUDY ON EFFECT OF LEVERAGE ON PROFITABILITY OF SELECT CEMENT COMPANIES IN INDIA

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Abstract

This empirical study examines the relationship between profitability and leverage of selected cement companies in India. The study finds that by studying specific industry's leverage, one can ascertain unique attributes, which are usually not apparent in the combined analysis of many sectors. This study has analyzed 10 companies in the cement industry, which are selected from Cement – Large category for the period 2006 – 2015 using Multiple Regression Analysis. Six regressors i.e., size, growth rate, long term debt ratio, short term debt ratio, total debt ratio and interest coverage ratio, are employed to examine their effects on different profitability measures such as return on assets, return on equity and earnings per share. The empirical results revealed that independent variables such as profitability, tangibility, non-debt tax shield, size and operating leverage have statistically significant relationship with the different proxies of leverage and they determine the leverage to a great extent.

Introduction

In finance, the most crucial issue in fund management is debt structure. The main issue of debate revolves around the optimal leverage. There are two schools of thought in this regard. One school pleads for optimal leverage and other does against it. Former school argues that judicious mixture of debt and equity capital can minimize the overall cost of capital and maximize the value of the firm. Hence, this school considers leverage decision as relevant. Latter school of thought led by Modigliani and Miller contends that financing decision does not affect the value of the firm. Since value of the firm depends on the underlying profitability and risk of investment (Van Horne 2002). In this theoretical backdrop, cement companies in India are examined with reference to various debt ratios (viz Total Debt Ratio, Long Term Debt Ratio and Short Term Debt Ratio) and test the effect of different explanatory variables of leverage. With this few introductory notes, the paper has been organised in this order. Section 2 deals with review of literature; Section 3 outlines the overall research framework in terms of research design. Section 4 discusses the analytical results and Section 5 provides concluding remarks.

Review Of Literature

Allan J. Taub (1975) paper is an empirical study attempting to ascertain those factors that influence the firm's choice of a debt-equity ratio. The results reveal that the coefficient of the variable measuring the difference between the return to the firm and the long term rate of interest were consistently positive. **Titman, S. and**

Wessels, R. (1988) analyzed the explanatory power of some of the recent theories of optimal leverage. This paper employed a factor-analytic technique for estimating the impact of unobservable attributes on the choice of corporate debt ratios. It was found that debt levels are negatively related to the "uniqueness" of a firm's line of business. The results also indicated that transaction costs may be one of the important determinants of leverage choice. **Qaisir Hussain and Eugeny Nivorozhkin (1997)** examined the leverage of listed firms in Poland, using a firm-level Panel data to study the determinants of leverage. Polish firms had extremely low leverage levels, suggesting a growing stock market and the reluctance of banks to grant loans to old and risky firms. The empirical exercise finds that large, new, foreign-owned firms have higher level of leverage. **Linda H. Chen and Robert Lensink (1998)** studies the determinants of leverage choice of Dutch firms with an objective to investigate whether and to what extent the main leverage theories can explain leverage choice of Dutch firms. The study reveals that factors based on agency costs and corporate control considerations are relatively unimportant for the Dutch case. **Alan A. Bevan (2000)** analyzed the dynamics in the leverage for UK companies from 1991 to 1997. They observe significant changes in the relative importance of the various debt elements over time, as well as changes in the relationship between gearing and the level of growth opportunities, company size, profitability and tangibility. The results of their analysis revealed that companies with high levels of growth opportunities have tended to utilize more long and short term debt.

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Research Design

Statement of the Problem

In India many studies have analyzed the determinants of leverage on different industries. There are so many studies available on leverage in developed countries. Those studies also concentrated on the individual determinants such as size and leverage, profitability and leverage, profits and leverage, asymmetric information and leverage etc., so, the present study aims at finding the relationship between determinants of leverage with a care of cement industry in India. The reason for cement industry is because of its capital intensive in nature.

Objectives of the Study

With the above back ground of theoretical framework and empirical studies, the present research work aims to attain the following objectives;

- To analyze the relationship between leverage and profitability.
- To determine whether the components of leverage influence the profitability measures such as return on assets, return on equity and earnings per share.

Statement of Hypotheses

The following hypotheses has been formulated as

- H01** There is no significant relationship between profitability and size.
- H02** There is no significant relationship between profitability and growth rate.
- H03** There is no significant relationship between profitability and long term debt ratio.
- H04** There is no significant relationship between profitability and short term debt ratio.
- H05** There is no significant relationship between profitability and total debt ratio.
- H06** There is no significant relationship between profitability and interest coverage ratio.

Methodology

For this purpose of study, the 10 sample companies have been chosen which are listed in BSE under Cement - Large Category. The required secondary data such as Annual Reports, Balance sheet and Profit and Loss Account are collected from Prowess and official websites of the companies. Though the financial data are compiled for 2005-2014, financial data of 2005 has been used only for the purpose of calculating Compounded Annual Growth Rate. The study period covers 10 years starting 2006 till 2015.

Tools used for the Study:

For this study, the following statistical tools are used.

1. Descriptive Statistics
2. Multiple Correlation Analysis and
2. Multiple Regression Analysis Model

The multiple regression equation fitted to find the determinants of leverage was

$$\text{PROF} = \alpha + \beta_1 \text{SIZE} + \beta_2 \text{GR} + \beta_3 \text{LTD} + \beta_4 \text{STD} + \beta_5 \text{TDR} + \beta_6 \text{IC} + \xi$$

Where PROF = Long term debt, Short term debt and Total debt

α = Constant, $\beta_1 \dots \beta_6$ = Estimated coefficients and ξ = error term

The study is based on the hypothesised relationship that

$$\text{ROA/ROE/EPS} = f(\text{SIZE, GR, LTD, STD, TDR, IC})$$

Definition of Variables

Dependent Variables

It includes Return on Assets, Return on Equity and Earnings Per Share.

- a. **Return on Assets** = PBDIT / Total Assets.
- b. **Return on Equity** = Net Profit / Net worth
- c. **Earnings Per Share** = PAT / No of Equity Shares

3.6.2. Independent Variables

- a. **SIZE = Firm Size** It is defined as logarithm of sales of the firms.
- b. **GR – Growth Rate** It is defined as Annual changes in Total Assets.
- c. **LTD – Long Term Debt Ratio** = Long Term Debt / Total Assets * 100.
- d. **STD – Short Term Debt Ratio** = Short Term Debt / Total Assets * 100
- e. **TDR – Total Debt Ratio** = Total Debt / Total Assets.
- f. **IC – Interest Coverage** = PBDIT / Interest

Discussion of Empirical Results

Table 1 presents descriptive statistics for the variables used in the estimates. Summary statistics in Table 1 include the minimum, maximum, mean and the standard deviation for period 2006 – 2015. The Growth Rate shows a highest standard deviation value of 28.59594 which implies that it has the high variability among the chosen regressors of leverage. The Growth Rate has the minimum value of -9.92.. Size is found to have a highest mean value of 15.04 (**Table : 1**)

Table - 1 : Descriptive Statistics of Financial Leverage Variables of Cement Companies

	Minimum	Maximum	Mean	Std. Deviation
ROA	1.00	798.87	1.9482E2	177.64587
ROE	-19.97	49.65	19.8456	13.77940
EPS	-5.29	343.02	43.5142	61.20493
SIZE	4.34	15.04	7.8696	1.40361
GR	-9.92	197.90	20.7250	28.59594
LTD	.01	9.44	.7085	1.07362
STD	.01	1.68	.2320	.28979
TDR	.01	9.85	.9378	1.19156
IC	.43	218.05	15.0326	26.38022

Multiple regressions were run in SPSS using the Least Square Estimation Method to test the set hypotheses or more clearly to test how the independent variables explain the leverage. Before analysis of the data multiple regression three is a need for finding the relationship and multicollinearity among the dependent variable as all are financial data and because of some of some collinearity they may be related. Hence, problem of multicollinearity may estimate as mislead the result. Investigation into the multicollinearity using the spearman Correlation method show all, bivariate (pair-wise) correlations among the independent variables were examined to find out the multicollinearity problem. Table 2 presents the Pearson correlation coefficients for the variables used in the estimations. None of the pair-wise coefficient of correlation was 0.80 or larger. Table 2 has the highest correlation coefficient value of variable .656 which is near to 0.8 but do not exceed the limit.

Table - 2 : Correlation Matrix of Leverage Determinants

		Correlations					
		SIZE	GR	LTD	STD	TDR	IC
SIZE	Pearson Correlation	1					
GR	Pearson Correlation	-.022	1				
LTD	Pearson Correlation	-.276**	.060	1			
STD	Pearson Correlation	-.262**	-.074	.196	1		
TDR	Pearson Correlation	-.360**	.029	.656**	.415**	1	
IC	Pearson Correlation	-.024	-.065	-.159	-.087	-.153	1

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

Table - 3 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
ROA	0.778	0.605	0.621	0.14789
ROE	0.782	0.612	0.483	2.457113
EPS	0.845	0.714	0.542	2.480816

Table 1 shows that on the basis of given predictors and dependent variable, three models have been developed. Explanatory power of the model as indicated by R2 (multiple coefficient of determination) and adjustedR2 are fairly good. Model 1 denotes Return on Assets Ratio as dependent variable. This model explains around 60.5 % of the variation in the dependent variable/profitability. The adjusted explanation of the model is about 62%. The F value which is a measure of overall significance of the estimated regression and also a test of significance of R2 is 14.415. In model 2, Return on Equity Ratio has been taken as dependent variable. This model explains around 61.2 % of the variation in the dependent variable/profitability. The adjusted explanation of the model is about 48%. The F value which is a measure of overall significance of the estimated regression and also a test of significance of R2 is 14.689. Model 3 implies the Earnings Per Share has been substituted as dependent variable. EPS has explanatory power on profitability to the extent of 71.4%. The adjusted explanation of the model is about 54 %. The F value which is a measure of overall significance of the estimated regression and also a test of significance of R2 is 14.3334. The result showed that the determinants fairly explain the dependent variable.

Table - 4 : ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
ROA	Regression	212504.6	6	35417.43	14.415	0.001
	Residual	2911743	93	31309.06		
	Total	3124247	99			
ROE	Regression	4365.596	6	727.5993	14.689	0.000
	Residual	14431.71	93	155.1797		
	Total	18797.3	99			
EPS	Regression	7799.973	6	1299.995	14.333	0.004
	Residual	363058.3	93	3903.852		
	Total	370858.2	99			

To assess the significance of these models, ANOVA values have been calculated for all the three models. The null hypothesis here can be stated as the impact of selected predictors on the dependent variable is zero. From the results in the above table, it is clear that all

the three models have been statistically significant in explaining the variation in determinants of profitability.

Hence, the null hypothesis stating no impact of selected regressors on criterion variable stands rejected. Thus, it is clear that the profitability of listed cement companies is largely influenced by size, growth rate, long term debt ratio, short term debt ratio, total debt ratio and interest coverage ratio.

Table - 5 : Regression Coefficient of Leverage Variables of Cement Companies

Variables	ROA		ROE		EPS	
	Beta	p-value	Beta	p-value	Beta	p-value
(Constant)		0.414		0.000		0.402
SIZE	0.129	0.021	-0.355	0.001	0.035	0.005
GR	0.007	0.009	0.087	0.004	0.038	0.001
LTD	0.162	0.008	0.025	0.004	0.055	0.002
STD	0.007	0.037	-0.053	0.003	0.030	0.002
TDR	-0.282	0.002	-0.270	0.606	-0.184	0.005
IC	-0.155	0.133	0.269	0.005	-0.047	0.005

From the standardized beta coefficients, it is clear that the percentage contribution of Long Term Debt to Total Assets Ratio has been highest in regression model 1 (Return on Assets Ratio) followed by size. In model 2 (Return on Equity ratio), Interest Coverage shows the highest contribution whereas in model 3 (Earnings Per Share), Long Term Debt to Total Assets Ratio causes highest contribution. It can be inferred from the regression coefficient summary that the independent variables such as size, growth rate, long term debt ratio, short term debt ratio, total debt ratio and interest coverage ratio are having statistically significant relationship with all the proxies of dependent variable / profitability.

Conclusion

In this study, the researcher analyzed a of sample 10 companies in cement industry by using a multiple regression model to measure the determinants of leverage of the companies in the steel industry. The results shown that variables vizsize, growth rate, long term debt ratio, short term debt ratio, total debt ratio and interest coverage ratio have significant relationship with leverage measures and they influence the determination of profitability. Besides this, growth which was measured as annual percentage change in total assets was also positively influencing the leverage. Therefore, it can be concluded that internally generated funds may not be sufficient for growing firms and debt financing may be the only option for future growth.

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AN ANALYTICAL STUDY ON GROSS LOAN PORTFOLIO AND PROFIT MARGIN OF SELECT MICROFINANCE INSTITUTIONS IN ANDHARA PRADESH

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Abstract

This study analyses the efficiency and profitability of select Microfinance Institutions in Andhara Pradesh using Multiple Regression Analysis for the period 2006 -2015. The study has used taken Gross Loan Portfolio and Profit Margin ratios as measures of efficiency and profitability. The analytical results revealed that the variables such as Capital to asset Ratio (CAR), Debt Equity ratio (DER), Administrative Expense OE (operating Expense), PE (Personnel Expense), PAR (Personnel Allocation Ratio), TE (Total Expense) and OELP (operating Expense to Loan Portfolio) are highly correlated with GLPTA (Gross Loan Portfolio to Total Assets) thereby explaining the level of efficiency of MFIs. Further, determinants such as Average Outstanding Balance (AOB), Return on Asset (ROA), Return on Equity (ROE) and Financial Revenue (FR) influence the profit margin to a large extent.

Introduction

Microfinance loans in India range in size from \$100 to \$500 per loan with interest rates typically between 25% and 35% annually. The microfinance model is designed specifically to help the low income population overcome typical challenges such as illiteracy, lack of financial knowledge and deficiency of collateralizable assets. According to a MIX market study, India has one of the lowest average loan sizes of around \$150 as well as the lowest yield on portfolio of 21.2%. The small loan size combined with the low interest rates testify to the social inclination of Indian Micro Finance Institutions, which seek to genuinely foster financial inclusion among the poor and alleviate poverty. In conjunction with this goal, Indian Micro Finance Institutions have succeeded not only in comfortably covering costs, but also returning healthy profits and Return on Assets (ROA). This highlights Indian Micro Finance Institutions operational efficiency and ability to function on tight budgets. True, Micro Finance Institutions in other countries such as Brazil and Mexico have higher profit margins, but they offer significantly larger loans with interest rates typically between 40-65%. With this few introductory notes, this study has been organized into five sections. Section 2 deals with review of literature, Section 3 present the research methodology, Section 4 describes the empirical results and Section 5 provides concluding remarks.

Review of Literature

Alok Misra (2006) assessed the microfinance sector in India cannot be seen in isolation of the overall economy the economy comprising nearly 110 million agricultural

holdings, over 60 percent of those with an area below 1 hectare, and nearly 35 million non-agricultural enterprises. The stark reduction of bank credit proportion to small borrowers from 18 percent in 1994 to 5.3 percent in 2002 shows that the challenge of extending financial services, at least to all the productive citizens of the country, must be tackled afresh. **Christian Ahlin (2009)** examined country-level determinants of success of 373 MFIs from around the world. There is evidence for complementarity between overall economic performance and MFI performance. Also, a deeper financial sector is associated with lower operating costs, lower default, and lower interest rates, suggesting that broad financial competition does benefit micro-borrowers. **Manfred Zeller (2001)** adopted a systematic sampling has been adopted through the contacting of international NGOs and networks supporting various MFIs. The database of MFIs from 85 developing countries shows 1,500 institutions (790 institutions worldwide plus 688 in Indonesia) supported by international organizations. They reach 54 million members, 44 million savers (voluntary and compulsory savings), and 23 million borrowers. The total volume of outstanding credit is \$18 billion. The total savings volume is \$12 billion, or 72 percent of the volume of the outstanding loans. MFIs have developed at least 46,000 branches and employ around 175,000 staff. On the whole, MFIs reach 54 million members, who have received \$18 billion in loans and accumulated \$13 billion in savings. **Padmaja Manoharan (2011)** analyzed the financial performance of various microfinance institutions operating in India based on their profile, financial health and performance.

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According to them, MFIs must be able to sustain themselves financially in order to continue pursuing their lofty objectives, through good performance and vivid functioning. Thus, there is an urgent need to widen the scope, outreach as also the scale of financial services to cover the unreached population. **Richard L. Meyer (2002)** provided some insights into how well the industry is performing by summarizing and evaluating key studies and data for the region. Evaluating impact presents the most serious empirical challenge. One size fits all approach to lending is too inflexible to meet adequately the demands of heterogeneous clients, and results in multiple memberships (overlap), switching MFIs, dropouts, loan delinquencies and continual reliance on informal sources of financial services.

Research Design

Statement of the Problem

Study on financial performance of Micro Finance Institutions is neglected topic but requires a considerable amount of attention for policy purposes. In India, micro finance is provided by a variety of institutions. These include banks (including commercial banks, RRBs and co-operative banks), primary agricultural credit societies and MFIs that include NBFCs, Section-25 companies, trusts and societies. But only the banks and NBFCs fall under the regulatory purview of the Reserve Bank of India. Other entities, e.g., MFIs are covered in varying degrees of regulation under their respective State legislations. There is no single regulator for this sector. As a result, MFIs are not required to follow some standard rules and are not subject to minimum capital requirements and prudential norms. This has weakened their management and governance, as they do not feel it mandatory to adopt some specific systems, procedures and standards. Since MFIs are unregulated, one cannot know about their internal financial health. In recent past, some erring MFIs in Andhara Pradesh have been charged with exploiting the poor with usurious interest rates and intimidating the borrowers by forced loan recovery practices. With the above constrains and challenges in mind, the present study focuses on financial efficiency. Since, there is numerous literatures available on impact of microfinance on women empowerment and poverty eradication, the researcher has considered a different study on assessment of Micro Finance Institutions in India with special reference to Andhara Pradesh.

Significance of the Study

A complete picture of the MFI sector regarding the terms and conditions of providing loans and financial services to their clients are not available. Although the interest rates of some MFIs are regulated but they impose some charges like transaction costs, the cost of documents and some other charges. This increases the cost of

borrowing, and thus making it less attractive. Normally, banking sector is charging 9 to 10 per cent interest rate per annum from the SHG members, while MFIs charge comparatively higher interest rate which is generally 11 to 24 per cent per annum. But this interest rate varies significantly according to the lending conditions and policy of the MFI. Another problem faced by the microfinance program is the depth of services provided. Though the outreach of the program is expanding, large number of people are provided with microfinance services but the amount of loans is very small. The average loans per member in both MFIs and SHGs are between Rs. 3,500 and 5,000. The average value of loans per SHG member for various years. These factors are the critical points in evaluating the performance of the Micro Finance Institutions. The researcher has made a maiden attempt to analyze the performance on the basis of Gross Loan Portfolio to Total Assets and Profit Margin of select Microfinance Institutions in Andhara Pradesh.

Objectives

With the above theoretical background, the present study aims:

- To analyze the impact of Gross Loan Portfolio to Total Assets determinants on Gross Loan Portfolio of select Microfinance Institutions in Andhara Pradesh.
- To study the impact of profit margin determinants on Profit Margin of select Microfinance Institutions in Andhara Pradesh.

Research Methodology

This section deals with the various crucial aspects of the layout of the research.

Sources of Data

The study is primarily based on secondary data. The required data have been collected from Mix Market and financial reports from the respective Micro Finance Institutions.

Sampling Framework

Financial reports of selected 18 companies have been taken based on total net fixed assets whose turnover exceed above 35 Crores these companies are categorized as Large Scale Companies, the companies whose turnover is below 4.5 to 25 crores is categorized as Medium Scale Companies and the companies who turnover is below 4.5 crores is categorized as Small Scale Companies.

Statistical Instrument

The study has used various statistical instruments like Descriptive Statistics, Multiple Correlation and Multiple Regression Analysis. To study the influence of independent variables on dependent variables, multiple regression analysis is employed. Two regression models

have been fitted into multiple regression equation to analyze the efficiency and profitability of Microfinance Institutions. Multicollinearity is a problem in multiple regression analysis. It happens when two or more variables explain the same relationship in which it is difficult to identify which variable is giving the better explanation on dependent variable. In this study, collinearity diagnostics test has been checked to find out the existence of multicollinearity problem.

Multiple Regression Model

$$GLPTA = \alpha + \beta_1 CAR + \beta_2 DER + \beta_3 OE + \beta_4 PE + \beta_5 AE + \beta_6 PAR + \beta_7 TE + \beta_8 FE + \beta_9 OELP + \xi$$

Where, GLPTA = Gross Loan Portfolio to Total Asset
 α = Constant, $\beta_1 \dots \beta_9$ = Estimated coefficients and ξ = error term.

$$PM = \alpha + \beta_1 AOB + \beta_2 ROA + \beta_3 ROE + \beta_4 FR + \beta_5 YGPP + \xi$$

Where, PM= Profit Margin

α = Constant $\beta_1 \dots \beta_5$ = Estimated coefficients and ξ = error term.

Limitations of the Study

- The present study is purely based on secondary data all the drawbacks applicable to secondary data are also applicable to this study.
- The study has taken into consideration of 6 sample Microfinance Institutions which may not represent the entire population.
- The study is quantitative in nature. The study has ignored the qualitative aspects of Micro Finance Institutions in India.

Variable Definition

Table - 1 : Efficiency

Dependent Variable	Independent Variable
GLPTA – Gross Loan Portfolio to Total Asset	CAR - Capital to Asset Ratio
	DER - Debt Equity Ratio
	OE - Operating Expense
	PE - Personnel Expense
	AE - Administrative Expense
	PAR - Personnel Allocation Ratio
	TE- Total Expense
	FE - Financial Expense
	OELP - Operating Expense to Loan Portfolio

Table - 2 : Profitability

Dependent Variable	Independent Variable
PM – Profit Margin	AOB – Average outstanding Balance
	ROA – Return on Asset
	ROE - Return on Equity
	FR – Financial Revenue
	YGPP – Yield on Gross Profit Portfolio
	PLI – Provision for Loan Impairment

Empirical Analysis And Results

Table - 3 : Descriptive Statistics of Efficiency Indicators

Variables	Minimum	Maximum	Mean	Std. Deviation
CAR	-72.17	87.11	20.70944	25.14754
DER	-228.66	115.49	0.90833	43.70444
GLPTA	8.22	272.22	89.62528	41.54819
OE	5	106.24	15.66333	19.51786
PE	1.96	39.42	7.90545	7.121852
AE	1.76	66.82	7.76848	12.89838
PAR	28.89	91.27	64.38182	14.15017
TE	12.26	115.21	27.57576	20.07488
FE	0.76	13.97	7.92262	3.050214
OELP	4.92	183.15	23.21394	34.55628

Table - 3. represents the descriptive statistics of Medium Scale Companies it consist of Minimum Mean, Maximum Mean and Standard Deviation. The Data have been collected from the Annual Reports of the companies whose Net fixed asset exceeds above 4.5 Crores to 25 Crores. The minimum mean value Debt Equity Ratio (DER) is -228.66 and the Maximum mean value Gross Loan Portfolio to Total Assets (GLPTA) is 272.22 and the Mean Value Gross Loan Portfolio to Total Assets (GLPTA) is 89.62528 and the Standard Deviation value is Debt Equity ratio (DER) is 43.70444 (**Table : 4**)

Multiple Regression Analysis on Efficiency Indicators of Microfinance Institutions

Table - 4 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922	.851	.799	18.627380

The table - 4 represents the Model Summary of Gross Loan Portfolio. The Multiple R is .922 which means that there exists a relationship between GLPTA and selected predictor variables to the extent of 92.2%. The R square explains the influence of independent variable on Gross loan Portfolio to the extent of 85 % and the adjusted R square value is 0.799 and the value of Std.Error of the Estimate is 18.627380.

Regression Coefficient Efficiency Indicators Of Microfinance Institutions

Table - 5 exhibits the beta value of the variables whether the input variables are positively or negatively correlated.

The collinearity diagnostics test revealed the absence of multicollinearity problem in the chosen regression model as Tolerance values are less than 1 for all the regressors. The variables Capital to asset Ratio (CAR), Debt Equity ratio (DER), Administrative Expense (AE), are Negatively Correlated. The variables Operating Expenses (OE), Personnel Expenses (PE), Personnel Allocation Ratio (PAR), Total Expense (TE), Financial Expense (FE), Operating Expense to Loan Portfolio (OELP) are the variables which are positively correlated. It can be further clear from the table that determinants such as Capital to Asset Ratio (CAR), Debt Equity Ratio (DER), Operating Expense (OE), Personnel Expense (PE), Administrative Expense (AE), Personnel Allocation Ratio (PAR), Financial Expense (FE), and Operating Expense to Loan Portfolio (OELP) have showed a significant relationship with Gross Loan Portfolio to Total Assets (GLPTA) ratio of Microfinance Institutions in Andhara Pradesh (**Table : 5**)

Table - 5 : Summary of Regression Coefficients of Efficiency Indicators

MODEL	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	145.145	31.791		4.566	0.000		
CAR	-1.156	0.258	-0.73	-4.489	0.002	0.246	4.07
DER	-0.98	0.371	-0.476	-2.639	0.015	0.215	5.005
PE	-0.748	1.41	-0.129	-0.53	0.041	0.114	9.123
AE	-0.693	2.055	-0.218	-0.337	0.039	0.016	4.478
PAR	-0.714	0.314	-0.246	-2.27	0.033	0.552	1.813
TE	0.983	0.552	0.482	1.781	0.088	0.089	1.265
FE	0.856	1.679	0.746	0.51	0.015	0.474	2.111
OELP	0.126	0.871	0.106	0.145	0.086	0.012	8.794

Table - 6 : Descriptive Statistics of Profitability Indicators

Variables	Minimum	Maximum	Mean	Std. Deviation
AOB	3.339	9.316	5.66409	1.382112
ROA	-42.06	10.27	-1.14712	9.367112
ROE	-116.86	81.31	-1.53603	30.60747
FR	3.11	30.81	22.6497	5.947724
PM	-130.8	35.87	-2.04294	35.02048
YGPP	-7.41	25.21	14.72394	7.19367
PLI	-0.49	63.62	2.93624	11.07545

The above table -6 represents the descriptive statistics of large scale companies it consist of Minimum Mean, Maximum Mean and Standard Deviation. The Data have been collected from the Annual Reports of the companies whose Net fixed asset exceeds above 4.5 Crores to 25 Crores. The minimum mean value Return on Equity

(ROE) is -116.86 and the Maximum mean value Return on Equity (ROE) is 81.31 and the Mean Value of Financial Risk (FR) is 22.6497 and the Standard Deviation value in Return on Assets (ROA) is 35.02048.

Multiple Regression Analysis On Profitability Indicators Of Microfinance Institutions

Table - 7 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808	.653	.599	24.869708

Table - 7 represents the Model Summary of Profit Margin the. The Multiple R is .808 which denotes that the relationship between PM and chosen predictor variables to the level of 80.8%. The R square explains the influence of independent variable Profit Margin to the extent of 65.3% and the adjusted R square value is also fairly good and the value of Std. Error of the Estimate is 24.869708 (Table : 8)

Table - 8 : Summary of Regression Coefficients of Profitability Indicators

MODEL	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error		Beta	t	Sig.	Tolerance
(Constant)	-97.308	34.438		-2.826	0.01		
AOB	0.73	3.676	0.027	0.199	0.044	0.844	1.185
ROA	0.805	0.68	0.214	1.183	0.049	0.48	2.085
ROE	0.282	0.225	0.245	1.252	0.024	0.411	2.436
FR	4.595	2.1	0.748	2.188	0.004	0.135	7.414
YGPP	-0.874	1.481	-0.177	-0.59	0.161	0.176	5.697
PLI	0.884	0.505	0.278	1.752	0.094	0.623	1.605

The above table - 8 represents the beta value of the variables whether the input variables are positively or negatively correlated. The collinearity diagnostics test revealed the absence of multicollinearity problem in the chosen regression model as VIF values are less than 10 for all the regressors. The variables such as Return on Assets (ROA) and Provision for Loan Impairment are negatively Correlated and the Variables Average outstanding Balance (AOB), Return on Equity (ROE), Financial revenue (FR), Return on Equity (ROE), Financial Revenue (FR) and Yield on Gross Loan Portfolio (YGPP) are Positively Correlated and Provision for Loan Impairment (PLI) are the Variables which are Negatively Correlated. It can be clearly inferred from table 4.6 that independent variables such as Average Outstanding Balance (AOB), Return on Asset (ROA), Return on Equity (ROE) and Financial Revenue (FR) have statistically significant association with Profit Margin of Microfinance Institutions in Andhara Pradesh.

Summary Of Findings

Efficiency

- The variables Capital to asset Ratio (CAR) the value is -0.73 , Debt Equity ratio (DER) the value is -0.476, Administrative Expense (AE) the value is -0.218, Personnel Expenses (PE) the value is -0.129, Personnel Allocation Ratio (PAR) the value is -0.246 are the variables which are negatively correlated with Gross Loan Portfolio with Total Assets.
- The variables Total Expenses ratio (TE) the value is 0.482, Financial Expense (FE) the value is 0.06, Operating Expense to Loan Portfolio (OELP) the value is 0.106 are the variables which are positively correlated with Gross Loan Portfolio with Total Assets.

Profitability

- The variables Yield on Gross Loan Portfolio (YGPP) the value is -0.177 are the variables which are negatively correlated with Profit Margin.
- The variables Return on Assets (ROA) the value is 0.214, Average outstanding Balance (AOB) the value is 0.027 , Return on Equity (ROE) the value is 0.245, Financial revenue (FR) the value is 0.748, Provision for Loan Impairment (PLI) the value is 0.278 are the variables which are positively correlated with Profit Margin

Suggestions

- The Micro Finance Institutions need to improve Capital to Asset Ratio (CAR) which is negatively correlated with GLPTA.
- The Micro Finance Institutions could reduce the administrative, operating, personnel ex and financial expenses to a considerable extent
- Return on assets should be improved by large scale companies.
- The Micro Finance Institutions could reduce the provision for loan impairment which impacts the profit margin
- The Micro Finance Institutions could take adequate measures to increase the Financial Revenue (FR)

Concluding Remarks

The overall financial performance of selected 6 companies has been analyzed. Efficiency and Profitability have been taken to assess financial performance as they are considered as performance indicators of MFIs. It can be concluded that, the variables Capital to asset Ratio (CAR), Debt Equity ratio (DER), Administrative Expense OE (operating Expense), PE (Personnel Expense), PAR (Personnel Allocation Ratio), TE (Total Expense) and OELP (operating Expense to Loan Portfolio) are highly correlated with GLPTA (Gross Loan Portfolio to Total Assets) thereby explaining the level of efficiency of MFIs. Thus the increase in these expenses would impact on GLPTA. It can be concluded that determinants such as Average Outstanding Balance (AOB), Return on Asset (ROA), Return on Equity (ROE) and Financial Revenue (FR) influence the profit margin to a large extent. Since these explanatory variables are negatively correlated with profit margin, profitability of MFIs are in a vulnerable conditions. The MFIs could improve their profitability by efficient utilization of manpower.

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A STUDY ON ACTIVE ECONOMIC PERFORMANCE OF HOSPITAL SERVICES

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Abstract

This paper analyses financial performance of hospitals. The study is based on financial statement data of hospitals. Using the key ratios, correlation of financial dimensions. These are fixed assets and current assets efficiency, Operating efficiency financial structure, surplus/profit and profitability/operating cost ratio. The findings suggest that over the years hospitals have shown marginal improvement in financial performance. Though the total amount of debt is not high, it is the cost of debt and ability to service the debt which is making debt burden high for hospitals. The financial risk in this sector is high because of lower profitability and lower operating efficiencies.

Keywords: Hospital, Financial performance, Ratios, Profitability.

Introduction

Health has always been given a high priority area in any country. It has been recognized as an important component in the process of economic and social development. It does not simply mean absence of diseases. It is a state of complete physical, mental and social well-being. The existences of proper and well-defined health care facilities are vital for attaining population stabilization as well as for enhancing the overall quality life of people. This paper attempts to study about the performance of the hospitals. Hospitals now have to define what value they offer and the cost of such offerings in a competitive and demanding customer oriented business plan. Value, previously viewed as the price of things, is now often more market-oriented and must be viewed from the customer's perspective (the patient).

Objectives

1. To evaluate the cost and returns of hospitals.
2. To offer valuable suggestions on the basis of the findings of the study

Statement Of The Problem

Hospital services are highly intangible and which cannot be tested (or) examined before consumption. Consumers, the patients may not have the requisite knowledge to verify and evaluate the quality of the services provided by a doctor. Due to limited educational background and low awareness of health care issues, a majority of the consumers (patients) are not knowledgeable to evaluate service quality.

Methodology

Methodology is a way to systematically solve a research problem. The study relies on both primary and secondary data. Survey method is followed for data collection.

Correlation & Ratios

Correlation Analysis & Ratios deals with the association between two or more variables. In this study this analysis had been used to ascertain the relationship between the cost and returns.

Table - 1 : Sample Frame work for Hospitals

Sl.No	Types of Hospital	Sample
1	Clinics	12(60)
2	Nursing Homes	5(25)
3	Specialty Hospitals	3(15)
	Total	20(100)

Analysis and Interpretation

Investment

Investment is putting money into an asset with the expectation of capital appreciation, usually over the long-term future. Hospital investment decisions depend on several factors that are not relevant to the typical for a profit firm.

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Table - 2 indicates the investment pattern of the hospitals.

TABLE - 2 : Investments

Sl. No.	Investments	ClinicsRs.(in lakhs)	Nursing HomesRs. (in lakhs)	Spl.HospitalRs. (in lakhs)	Total
1	Land and Buildings	23.35 (26.08)	275 (75.03)	75(73.53)	373.35(66.90)
2	Equipment's	46.90 (52.37)	69(18.83)	20(19.61)	135.90(24.36)
3	Working Capital	19.30 (21.55)	22.50(6.14)	7(6.86)	48.80(8.74)
Total		89.55(100.00)	366.5(100.00)	102(100.00)	558.05(100)

Source: Primary Data.

Note : Figures in brackets indicate percentages.

Fixed Assets

Fixed assets is a long term, tangible and intangible asset held for business use and not expected to be converted into cash in the current or upcoming fiscal year such as manufacturing equipment's, real estate, hospital equipment and furniture.

Table - 3 : Fixed Assets

Sl. No.	Fixed Assets	ClinicsRs.(in lakhs)	Nursing HomesRs. (in lakhs)	Spl.HospitalRs. (in lakhs)	Total
1	Land & Building	23.35(83.27)	275(79.94)	75(78.95)	373.35(73.31)
2	Equipment's	46.90(16.73)	69(20.06)	20(21.05)	135.90(26.69)
Total		70.25 (100)	344(100)	95(100)	509.25(100)

Source: Primary data.

Table - 3 shows that investment in fixed assets by the hospitals, investment in land and building has the first preference and the equipment's are in second category.

Cost Of Hospitals As Per Cost Concepts

In a service business, there are often fewer variable costs. The main variable cost in providing a service is the cost of wages for an employee working directly in providing the service. Other variable costs in a service business would be anything directly 'used up' during the provision of the service. The variable cost of hospitals according to the cost concepts has been classified and computed for the three types of hospitals. Costs of the hospitals are classified as operating expenses and non-operating expenses.

Each individual hospital has to incur these cost/expenses. So, the total expenses of the hospital are,

Operating Expenses = Salaries & wages + Maintenance Expenses +

Other Operating expenses

Non-Operating Expenses = Depreciation +Rent paid+ Interest on Loan+ Loss on Resale of assets + Taxes

Total Expenses = Operating Expenses + Non-Operating Expenses

The cost of the hospitals as per the cost concepts are computed and presented in **(Table : 4)**

Table - 4 : Expenses / Costs

Sl.No	Expenses/Cost	Clinics		Nursing Homes		Spl.Hospital		Total Rs.(In Lakhs)
		Rs. (In Lakhs)	Percentage	Rs. (In Lakhs)	Percentage	Rs. (In Lakhs)	Percentage	
1.	Operating Expenses:							289.02 (63.20)
	A. Salaries & Wages	64.2	52.42	124.38	60.77	100.44	77.11	
	B. Maintenance Expenses	15.36	12.54	17.52	8.56	9.24	7.09	42.12 (9.20)
	C. Other Operating Expenses	14.196	11.60	19.74	9.65	9.6	7.37	43.536 (9.52)
2.	Total Operating Expenses	93.756	76.56	161.64	78.98	119.28	91.57	374.676 (81.92)
3.	Non-Operating Expenses	28.7052	23.44	43.02	21.02	10.98	8.43	82.7052 (18.08)
	Total Expenses	122.4612	100	204.66	100	130.26	100	457.3812 (100)

Source: Primary Data

Table - 4, explains the total expenses of the hospitals. Salaries and wages occupy a larger portion of the expenditure incurred in all hospitals viz., clinics 52.42 percent, nursing homes 60.77 percent and specialty hospital 77.11 percent. Clinics have low maintenance charges compared to the other two because clinics

Returns by the Hospitals

Revenues earned by the hospital are classified in to operating and non-operating revenues. The operating revenues are classified as,

a. Revenues from Patient Care Services

b. Revenues from Professional Services

c. Revenues from Patient Care Supplies

d. Revenues from Hospital Laboratory Services

In the hospitals all these types of revenues are received and the total revenues are calculated as,

Total Revenue = Operating Revenue + Non-Operating Revenue

Operating Revenue = Revenues from patient Care Services + Revenues from professional Services + Revenues from patients care supplies + Revenues from Hospital laboratory Services

Non-Operating Revenue = Interest on Investment + Income from Sales of Wastes + Commission received

As per the above concepts revenues received by the hospitals are computed and listed in **(Table : 5)**

Table - 5 : Revenue of The Hospital

Sl. No	Revenues	Clinics		Nursing Homes		Spl.Hospital		Total Rs.(In Lakh₹)
		Rs. (In Lakhs)	Perceñ tage	Rs. (In Lakh₹)	Perceñ tage	Rs. (In Lakh₹)	Perceñ tage	
1.	Operating Revenues:							
	A. Revenues From Patient Care Services	4.986	1.0	165.96	22.64	91.8	31.88	262.746 (17.27)
	B. Revenues From Professional Services	336.36	67.23	410.4	55.99	129.6	45.0	876.36 (57.61)
	C. Revenues From Patient Care Supplies	140.4	28.06	120	16.37	42	14.58	302.40 (19.88)
	D. Revenues From Hospital Laboratory Services	10.2	2.04	28.2	3.85	19.8	6.87	58.20 (3.83)
2.	Total Operating Revenues	491.946	98.33	724.56	98.85	283.2	98.33	1499.706 (98.58)
3.	Non- Operating Revenues	8.376	1.67	8.4	1.15	4.8	1.67	21.576 (1.42)
	Total Revenues	500.322	100	732.96	100	288	100	1521.282 (100)

Source: Primary Data

Table - 5, Out of the total revenues, operating revenues were 98.33 percent for clinics, 98.85 percent for nursing homes and 98.33 percent for specialty hospitals and in the case of non-operating revenues clinics had 1.67 percent, nursing homes 1.15 percent and specialty hospitals 1.67 percent.

Profitability Analysis

The term 'profitability' is not synonymous to the term 'efficiency'. Profitability is an index of efficiency and is regarded as a measure of efficiency and management guide to greater efficiency. Though, profitability is an important yardstick for measuring the efficiency, the extent of profitability cannot be taken as a final proof of efficiency. Sometimes satisfactory profits can mark inefficiency and conversely, a proper degree of efficiency can be accompanied by an absence of profit.

Net Operating Profit Ratio

As hospital is a service sector, net sales is replaced by net revenue. Moreover, in the present study, net operating profit is taken as the excess of gross profit over non-operating expenses and depreciation. In other words we can say profit before interest and taxes (EBIT).

Significance

This ratio helps to determine the efficiency with which affairs of business are being managed. A high net operating ratio indicates the improvement in the operational efficiency of the business and vice versa (**Table : 6**)

Table - 6 : Net Operating Profit and Net Operating Profit Ratio

Sl. No.	Cost/Revenue	Clinics	Nursing Homes	Spl.Hospital	Total Rs.(In Lakhs)
		Rs.(In Lakhs)	Rs.(In Lakhs)	Rs.(In Lakhs)	
1.	Gross Profit	406.566	571.32	168.72	1146.606
2.	Less: Non-Operating Expenses- (Excluding Taxes)	27.9612	40.56	9.48	78.002
3.	Net Operating Profit (EBIT)	378.6048	530.76	159.24	1068.604
	*Net Operating Profit Ratio	75.67	72.41	55.29	70.24

Source: Primary Data

Table - 6 points out that clinics have 75.67, nursing homes have 72.41 and specialty hospital has 55.29 as NOP ratio

Operating Margin

The operating margin is the most commonly used financial ratio to measure a hospital's financial performance. It compares a hospital's total operating revenue against its total operating expenses, often referred to as net from operations.

Net patient revenue is the amount received or expected to be received from third-party payers (insurers) and patients for hospital services provided. Net patient revenue includes the payments received for routine nursing care, emergency services, surgery services, lab tests, etc.

Other operating revenue is the amount received from non-patients for services related to hospital operations.

***Total operating expenses** include all expenses associated with operating the hospital, such as salaries, employee benefits, purchased services, supplies, professional fees, depreciation, rentals, interest, and insurance. It does not include bad debts or income taxes.

Table - 7 : Operating Margin

Sl. No	Cost/Revenue	Clinics	Nursing Homes	Spl.Hospital	Total Rs.(In Lakhs)
		Rs.(In Lakhs)	Rs.(In Lakhs)	Rs.(In Lakhs)	
1.	Total Operating Revenue	491.946	724.56	283.2	1499.706
2.	Less:*Operating Expenses(Excluding Tax)	121.7172	202.2	128.76	452.6772
3.	Operating Profit	370.2288	522.36	154.44	1047.0288
	Operating Margin*	75.26	72.09	54.53	69.82

Source: Primary Data.

Table 7 brings out the fact that clinics have 75.26, nursing homes 72.09 and specialty hospital have 54.53 percent as positive operating margin.

Return on Assets (ROA) or Return on Total Assets (ROTA)

It Measures total profitability as a percentage of total assets, so it measures the ability of a business to use its assets to generate income. The higher the ROA be more productive (financially) the business's assets.

Net income in the numerator of the return on assets formula could be found in hospitals income statement. Net income is the amount earned by a hospital after subtracting out the expenses incurred, including depreciation and taxes (**Table :8**)

Table - 8 : Return on Total Assets (Rota)

Sl. No.	Particulars	Clinics	Nursing Homes	Spl.Hospital	Total
		Rs.(In Lakhs)	Rs.(In Lakhs)	Rs.(In Lakhs)	Rs.(In Lakhs)
1.	Net Income	370.2288	522.36	154.44	1047.0288
2.	Total Assets	70.25	344	95	509.25
Return on Assets		527.02	151.85	162.57	205.60

Source: By Researcher

Table 8, shows Return on assets for Clinics is 527.02 for Nursing Homes is 151.85 and for Specialty Hospital is 162.57.

Correlation

Correlation is the numerical measurement showing the degree of association between two variables. One variable may be called "subject" (independent) and the other "relative" (dependent) variable. Relative variable is measured in terms of the subject.

Karl Pearson's Co-efficient of Correlation

The value of the co-efficient of correlation as obtained by the above formula shall always lie between ± 1 . When $r = +1$, it means there is perfect positive correlation between the variables. When $r = -1$, it means there is perfect negative correlation between the variables. When $r = 0$, it means there is no relationship between the two variables.

Case: 1: Correlation between Operating Revenues and Operating Expenses

An attempt had been made to find out whether there exists any other relationship between operating revenues and operating expenses. Hospitals in Theni are taken for the study to find out the relationship. The OR and OE for the sample hospitals are shown in Table - 9.

Table - 9 : Operating Revenues and Operating Expenses

No. of Hospitals	Operating Revenues Rs.(In Lakhs)	Operating Expenses Rs.(In Lakhs)
1	60.096	12.24
2	37.584	10.08
3	40.38	9.6
4	38.064	7.32
5	38.796	6.24
6	19.476	6.18
7	47.58	6.384
8	45.396	6.876

9	26.424	6.288
10	33.06	4.26
11	37.248	4.38
12	16.962	6.756
13	32.16	4.86
14	18.72	2.292
15	149.4	26.88
16	157.32	38.4
17	138.12	33.42
18	1.44	29.4
19	135.72	33.54
20	283.2	119.28
Total	1499.706	374.676

Source: Computed Data

Table 9 shows the operating revenue and expenses per annum of the hospitals. Operating revenues include revenues from patient care services, revenues from professional services, revenues from patient care supplies, revenues from hospital laboratory services. Operating expenses includes salaries and wages, maintenance expenses, other operating expenses.

Testing of Hypothesis

Null Hypothesis H_0 : There is no relationship between the variables.

Alternative Hypothesis H_1 : There is a relationship between the variables.

The output result of correlation using SPSS is (Table : 10)

Table : 10

Pearson's Correlation	Output
P Value	0.936
Sig (2 tailed)	.000
N	20

Source: Computed through SPSS

The calculated 'P' value is 0.936, i.e. $r = +0.936$ and also 'r' is significant at the 0.01 level because, Sig (2 tailed) is $0.000 < 0.01$ level. So, H_0 is rejected and H_1 is accepted.

Case: 2: Correlation Between Non-Operating Revenues and Non-Operating Expenses

Another attempt had been made to find out whether there is any other relationship between non-operating revenues and non-operating expenses. Theni hospitals are taken for the study to find out the relationship. The NOR and NOE for the hospitals are shown in Table -11.

Table - 11 : Non-operating Revenues and Non-operating Expenses

No. of Hospitals	Non-Operating Revenues Rs.(In Lakhs)	Non-Operating Expenses Rs.(In Lakhs)
1	1.08	4.056
2	0.84	2.028
3	0.48	3.306
4	0.96	1.605
5	0.9	2.631
6	0.78	2.322
7	0.42	1.188
8	0.6	1.86
9	0.36	2.22
10	0.252	1.2972
11	0.876	3.09
12	0.408	0.594
13	0.24	1.296
14	0.18	1.212
15	1.92	6.3
16	1.56	7.116
17	1.68	7.98
18	1.44	10.2
19	1.8	11.424
20	4.8	10.98
Total	21.576	82.7052

Source: Computed Data

Table 10 shows that the per annum non-operating revenue and non-expenses of the hospitals per annum. Non-Operating revenues include interest on investment (if any), income from sale of wastes and commission received. Operating expenses include depreciation on fixed assets, interest on loan, loss on resale of assets and taxes.

Testing of Hypothesis

Null Hypothesis H_0 : There is no relationship between the variables.

Alternative Hypothesis H_1 : There is a relationship between the variables.

The output result of correlation using SPSS is,

Table : 12

Pearson's Correlation	Output
P Value	0.792
Sig (2 tailed)	.000
N	20

Source: Computed through SPSS

The calculated 'P' value is 0.792, i.e. $r = +0.792$ and also 'r' is significant at the 0.01 level because: Sig (2 tailed) is $0.000 < 0.01$ level. So, H_0 is rejected and H_1 is accepted.

Findings and Suggestions

1. Net operating ratio reveals that all of the hospitals have high ratio and good operational efficiency. So can the hospital can provide good patient services at minimum cost.
2. It shows that the hospital had rendered a good financial performance in that year as per the ratios. They controlled the cost with maintaining the quality.
3. Each of the ROA shows that each hospital gets higher return on their investment. The higher the ROA, the more productive (financially) is the business's assets.
4. The results of correlation indicate that there exists a relationship between the variables of operating revenues and operating expenses and the results point out that there exists a relationship between the variables of non-operating revenues and non-operating expenses also. It indicated the hospitals are having best control systems.

Conclusion

Hospitals operate on the assumption that improving clinical processes through quality will improve financial performance by reducing variability in care process/inputs, thereby increasing efficiency, and by improving the competitive position of the hospital by improving the quality of the services provided and making the hospital

more attractive to patients and payers. My results suggest that quality has a measurable impact on measures of hospital organizational performance and that approaches to quality that emphasize learning and those that emphasize control are both important to positive performance in these settings. Hospitals that implement quality effectively can reasonably expect, ceteris paribus, to improve their financial and cost performance, or at least not to place the hospital at risk for investing in quality improvement.

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CORPORATE SOCIAL RESPONSIBILITY OF SELECTED INDIAN COMPANIES

Dr. C.Saffina¹

Abstract

The evolution of corporate social responsibility in India refers to changes over time in India of the cultural norms of corporations' engagement of corporate social responsibility (CSR), with CSR referring to way that businesses are managed to bring about an overall positive impact on the communities, cultures, societies and environments in which they operate. The fundamentals of CSR rest on the fact that not only public policy but even corporates should be responsible enough to address social issues. Thus companies should deal with the challenges and issues looked after to a certain extent by the states. Among other countries India has one of the most richest traditions of CSR. .Much has been done in recent years to make Indian Entrepreneurs aware of social responsibility as an important segment of their business activity but CSR in India has yet to receive widespread recognition. Companies have specialized CSR teams that formulate policies, strategies and goals for their CSR programs and set aside budgets to fund them. These programs are often determined by social philosophy which have clear objectives and are well defined and are aligned with the mainstream business. The programs are put into practice by the employees who are crucial to this process. CSR programs ranges from community development to development in education, environment and healthcare etc. Indian entrepreneurs and business enterprises have a long tradition of working within the values that have defined our nation's character for millennia. India's ancient wisdom, which is still relevant today, inspires people to work for the larger objective of the well-being of all stakeholders. This paper identifies the CSR activities of selected Indian companies.

Introduction

The evolution of corporate social responsibility in India refers to changes over time in India of the cultural norms of corporations' engagement of corporate social responsibility (CSR), with CSR referring to way that businesses are managed to bring about an overall positive impact on the communities, cultures, societies and environments in which they operate. The fundamentals of CSR rest on the fact that not only public policy but even corporates should be responsible enough to address social issues. Thus companies should deal with the challenges and issues looked after to a certain extent by the states. Among other countries India has one of the most richest traditions of CSR. .Much has been done in recent years to make Indian Entrepreneurs aware of social responsibility as an important segment of their business activity but CSR in India has yet to receive widespread recognition. If this goal has to be realised then the CSR approach of corporates has to be in line with their attitudes towards mainstream business-companies setting clear objectives, undertaking potential investments, measuring and reporting performance publicly. This paper envisages the CSR practices of selected industries in India.

Statement of the Problem

Case studies alone aren't that significant, and many companies misuse them. Because too many companies want to hear successful case studies, then replicate what those companies did. An average, or typical, case is often not the richest in information. In clarifying lines of history and causation it is more useful to select subjects that offer an interesting, unusual or particularly revealing set of circumstances. A case selection that is based on representativeness will seldom be able to produce these kinds of insights. When selecting a subject for a case study, researchers will therefore use information-oriented sampling, as opposed to random sampling

Review of Literature

Vidhi Chaudhri and Jian Wang (2014) The need for and benefits of proactive and transparent communication about corporate social responsibility (CSR) are widely acknowledged. The study examined CSR communication undertaken by the top 100 information technology (IT) companies in India on their corporate Web sites, with an analytical focus on the dimensions of prominence of communication, extent of information, and style of presentation. The findings indicate that the number of companies with CSR information on their Web sites is strikingly low and that these leading companies

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do not leverage the Web sites to their advantage in terms of the quantity and style of CSR communication. Although the findings do not necessarily imply absence of CSR action on the part of IT companies in India, they attest to a general lack of proactive CSR communication. The article concludes with managerial implications for CSR communication on corporate Web sites.

Supriti Mishra, Damodar Suar (2010) This study examines whether corporate social responsibility (CSR) towards primary stakeholders influences the financial and the non-financial performance (NFP) of Indian firms. Perceptual data on CSR and NFP were collected from 150 senior-level Indian managers including CEOs through questionnaire survey. Hard data on financial performance (FP) of the companies were obtained from secondary sources. A questionnaire for assessing CSR was developed with respect to six stakeholder groups – employees, customers, investors, community, natural environment, and suppliers. A composite measure of CSR was obtained by aggregating the six dimensions. Findings indicate that stock-listed firms show responsible business practices and better FP than the non-stock-listed firms. Controlling confounding effects of stock-listing, ownership, and firm size, a favorable perception of managers towards CSR is found to be associated with increase in FP and NFP of firms. Such findings hold good when CSR is assessed for the six stakeholder groups in aggregate and for each stakeholder group in segregate. Findings suggest that responsible business practices towards primary stakeholders can be profitable and beneficial to Indian firms.

Christoph Lattemann and Anna-Maria Schneider (2009) Using data on 68 of the largest multinational companies in China and India, the study shows that Indian firms communicate more CSR primarily due to a more rule-based, as opposed to relation-based, governance environment. Firms in the manufacturing industry tend to communicate more CSR. Firm-level characteristics such as size, duality of CEO and board chairperson, and percentage of external members on the board also have a significant influence on CSR communications. The main theoretical contribution of the study is to bring a three-level perspective, relying not only on firm- and industry-specific factors, but also on the governance environment, to the study of firms' CSR behavior.

Ataur Rahman Belal, Mahmood Momin (2009) Most CSR studies in emerging economies have concentrated on the Asia-Pacific and African regions and are descriptive in nature, used content analysis methods and measured the extent and volume of disclosures contained within the annual reports. Such studies provide indirect explanation of the reasons behind CSR adoption, but of late, a handful of studies have started to probe managerial

motivations behind CSR directly through in-depth interviews finding that CSR agendas in emerging economies are largely driven by external forces, namely pressures from parent companies, international market and international agencies.

Subhabrata Bobby Banerjee (2008) In this article contemporary discourses of corporate social responsibility and related discourses of sustainability and corporate citizenship were analysed. The researcher argues that despite their emancipatory rhetoric, discourses of corporate citizenship, social responsibility and sustainability are defined by narrow business interests and serve to curtail interests of external stakeholders. It also provide an alternate perspective, one that views discourses of corporate citizenship, corporate social responsibility, and sustainability as ideological movements that are intended to legitimize and consolidate the power of large corporations.

Alexander Dahlsrud (2006) Despite numerous efforts to bring about a clear and unbiased definition of CSR, there is still some confusion as to how CSR should be defined. In this paper five dimensions of CSR are developed through a content analysis of existing CSR definitions. Frequency counts are used to analyse how often these dimensions are invoked. The analysis shows that the existing definitions are to a large degree congruent. Thus it is concluded that the confusion is not so much about how CSR is defined, as about how CSR is socially constructed in a specific context. Copyright © 2006 John Wiley & Sons, Ltd and ERP Environment.

Ataur Rahman Belal (2001) Most of the corporate social reporting (CSR) studies conducted so far have been in the context of developed countries. Very few studies are available on the CSR practices in developing countries. Given the different socio-economic context of developing countries it is argued that it is important to learn about the CSR practices in those countries. This study reports the results of a survey of CSR practices in Bangladesh. The main contribution of this paper is that in addition to measuring the extent and volume of disclosures by using content analysis, it explores the socio-political and economic context in which these disclosures take place

Rob Gray, , Simon Lavers, (1995) Following an extensive review of the corporate social reporting literature, its major theoretical preoccupations and empirical conclusions, attempts to re-examine the theoretical tensions that exist between "classical" political economy interpretations of social disclosure and those from more "bourgeois" perspectives. Argues that political economy, legitimacy theory and stakeholder theory need not be competitor theories but may, if analysed appropriately, be seen as alternative and mutually enriching theories from alternative

levels of resolution. Offers evidence from 13 years of social disclosure by UK companies and attempts to interpret this from different levels of resolution. There is little doubt that social disclosure practice has changed dramatically in the period. The theoretical perspectives prove to offer different, but mutually enhancing, interpretations of these phenomena.

Methodology

Case study method was used for the study. Case study research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Researchers have used the case study research method for many years across a variety of disciplines. Social scientists, in particular, have made wide use of this qualitative research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods.

Steps in case study

1. Examine and describe the business environment relevant to the case study. Describe the nature of the organization under consideration and its competitors. Provide general information about the market and customer base. Indicate any significant changes in the business environment or any new endeavors upon which the business is embarking.
2. Describe the structure and size of the main business under consideration. Analyze its management structure, employee base, and financial history. Describe annual revenues and profit. Provide figures on employment. Include details about private ownership, public ownership, and investment holdings. Provide a brief overview of the business's leaders and command chain.
3. Identify the key issue or problem in the case study. In all likelihood, there will be several different factors at play. Decide which is the main concern of the case study by examining what most of the data talks about, the main problems facing the business, and the conclusions at the end of the study. Examples might include expansion into a new market, response to a competitor's marketing campaign, or a changing customer base.
4. Describe how the business responds to these issues or problems. Draw on the information you gathered and trace a chronological progression of steps taken (or not taken). Cite data included in the case study, such as increased marketing spending, purchasing of new property, changed revenue streams, etc.
5. Identify the successful aspects of this response as well as its failures. Indicate whether or not each aspect of the response met its goal and whether the response overall was well-crafted. Use numerical benchmarks, like a desired customer share, to show whether goals were met; analyze broader issues, like employee management policies, to talk about the response as a whole.
6. Point to successes, failures, unforeseen results, and inadequate measures. Suggest alternative or improved measures that could have been taken by the business, using specific examples and backing up your suggestions with data and calculations.
7. Describe what changes you would make in the business to arrive at the measures you proposed, including changes to organization, strategy, and management.
8. Conclude your analysis by reviewing your findings and emphasizing what you would do differently in the case. Showcase both your understanding of the case study and your business strategy.

Objectives

1. To identify the steps in case study
2. To examine the impact of corporate social responsibility
3. To analyse the csr practices of selected Indian companies
4. To measure the effectiveness of csr practice and provide suggestions

SOURCES OF DATA

The study was done with the analysis based on the both primary and secondary data. Primary data pertaining to demographic and socio-economic characteristics of the companies and their attributes, opinions, awareness and knowledge in the field of corporate social responsibility were obtained through case study method. Secondary data which helped to execute the study were collected through various sources

The Four Phases Of CSR Development In India

The history of CSR in India has its four phases which run parallel to India's historical development and has resulted in different approaches towards CSR. However the phases are not static and the features of each phase may overlap other phases.

The First Phase

In the first phase charity and philanthropy were the main drivers of CSR. Culture, religion, family values and tradition and industrialization had an influential effect on CSR. In the pre-industrialization period, which lasted till

1850, wealthy merchants shared a part of their wealth with the wider society by way of setting up temples for a religious cause. Moreover, these merchants helped the society in getting over phases of famine and epidemics by providing food from their godowns and money and thus securing an integral position in the society. With the arrival of colonial rule in India from 1850s onwards, the approach towards CSR changed. The industrial families of the 19th century such as Tata, Godrej, Bajaj, Modi, Birla, Singhania were strongly inclined towards economic as well as social considerations. However it has been observed that their efforts towards social as well as industrial development were not only driven by selfless and religious motives but also influenced by caste groups and political objectives.

The Second Phase

In the second phase, during the independence movement, there was increased stress on Indian Industrialists to demonstrate their dedication towards the progress of the society. This was when Mahatma Gandhi introduced the notion of "trusteeship", according to which the industry leaders had to manage their wealth so as to benefit the common man. "I desire to end capitalism almost, if not quite, as much as the most advanced socialist. But our methods differ. My theory of trusteeship is no make-shift, certainly no camouflage. I am confident that it will survive all other theories." This was Gandhi's words which highlights his argument towards his concept of "trusteeship". Gandhi's influence put pressure on various Industrialists to act towards building the nation and its socio-economic development. According to Gandhi, Indian companies were supposed to be the "temples of modern India". Under his influence businesses established trusts for schools and colleges and also helped in setting up training and scientific institutions. The operations of the trusts were largely in line with Gandhi's reforms which sought to abolish untouchability, encourage empowerment of women and rural development.

The Third Phase

The third phase of CSR (1960–80) had its relation to the element of "mixed economy", emergence of Public Sector Undertakings (PSUs) and laws relating labour and environmental standards. During this period the private sector was forced to take a backseat. The public sector was seen as the prime mover of development. Because of the stringent legal rules and regulations surrounding the activities of the private sector, the period was described as an "era of command and control". The policy of industrial licensing, high taxes and restrictions on the private sector led to corporate malpractices. This led to enactment of legislation regarding corporate governance, labour and environmental issues. PSUs were

set up by the state to ensure suitable distribution of resources (wealth, food etc.) to the needy. However the public sector was effective only to a certain limited extent. This led to shift of expectation from the public to the private sector and their active involvement in the socio-economic development of the country became absolutely necessary. In 1965 Indian academicians, politicians and businessmen set up a national workshop on CSR aimed at reconciliation. They emphasized upon transparency, social accountability and regular stakeholder dialogues. In spite of such attempts the CSR failed to catch steam.

The Fourth Phase

In the fourth phase (1980 until the present) Indian companies started abandoning their traditional engagement with CSR and integrated it into a sustainable business strategy. In 1990s the first initiation towards globalization and economic liberalization were undertaken. Controls and licensing system were partly done away with which gave a boost to the economy the signs of which are very evident today. Increased growth momentum of the economy helped Indian companies grow rapidly and this made them more willing and able to contribute towards social cause. Globalization has transformed India into an important destination in terms of production and manufacturing bases of TNCs are concerned. As Western markets are becoming more and more concerned about labour and environmental standards in the developing countries, Indian companies who export and produce goods for the developed world need to pay a close attention to compliance with the international standards.

Current State Of CSR In India

CSR is not a new concept in India. Ever since their inception, corporates like the Tata Group, the Aditya Birla Group, and Indian Oil Corporation, to name a few, have been involved in serving the community. Through donations and charity events, many other organizations have been doing their part for the society. The basic objective of CSR in these days is to maximize the company's overall impact on the society and stakeholders. CSR policies, practices and programs are being comprehensively integrated by an increasing number of companies throughout their business operations and processes. A growing number of corporates feel that CSR is not just another form of indirect expense but is important for protecting the goodwill and reputation, defending attacks and increasing business competitiveness. CSR has gone through many phases in India. The ability to make a significant difference in the society and improve the overall quality of life has clearly been proven by the corporates. Not one but all corporates should try and bring about a change in the current social situation in

India in order to have an effective and lasting solution to the social woes. Partnerships between companies, NGOs and the government should be facilitated so that a combination of their skills such as expertise, strategic thinking, manpower and money to initiate extensive social change will put the socio-economic development of India on a fast track.

Analysis and Results

The 21st century is characterized by unprecedented challenges and opportunities, arising from globalization, the desire for inclusive development and the imperatives of climate change. Indian business, which is today viewed globally as a responsible component of the ascendancy of India, is poised now to take on a leadership role in the challenges of our times. It is recognized the world over that integrating social, environmental and ethical responsibilities into the governance of businesses ensures their long term success, competitiveness and sustainability. This approach also reaffirms the view that businesses are an integral part of society, and have a critical and active role to play in the sustenance and improvement of healthy ecosystems, in fostering social inclusiveness and equity, and in upholding the essentials of ethical practices and good governance. This also makes business sense as companies with effective CSR, have image of socially responsible companies, achieve sustainable growth in their operations.

Maruti Suzuki India Limited, And Hindustan Unilever Limited.

- Provision of improved medical and sanitation facilities
- Building schools and houses
- Empowering the villagers by providing vocational training

GlaxoSmithKline Pharmaceuticals'

- Focus on the health aspect of the community.
- Health camps in tribal villages which offer medical check-ups and treatment
- Undertake health awareness programs.
- Address wider social problems.

Aditya Birla Companies

- Aditya Birla Centre for Community Initiatives and Rural Development
- All-round development of the communities
- Making of a model village entails ensuring self-reliance in all aspects viz., education, health care and family welfare, infrastructure, agriculture and watershed management, and working towards sustainable livelihood patterns.

Protector and Gamble

- Focus on Environmental Protection
- Social Responsibility to help develop the communities
- Hygiene and Health Care
- Shiksha has till date helped 280,000 underprivileged children access their right to education
- P&G has stepped forward in each of these calamities and helped communities get back on their feet.
- Parivartan (Transformation) Program has been protecting millions of adolescent girls in India from getting trapped in traditional practices of using unhygienic cloth for sanitary protection, by providing timely menstrual education.
- Reduce the environmental impact of products across the full product lifecycle.

Bharat Petroleum Corporation

- Rain water harvesting project Boond, in association with the Oil Industries Development Board
- Selects draught-stricken villages to turn them from „water-scarce to water-positive
- Social programmes include adoption of villages, prevention and care for HIV/AIDS and rural health care.

Hindalco Industries

- CSR activities are concentrated in 692 villages and 12 urban slums, where it reaches out to about 26 lakh people.
- It has constructed check dams, ponds and bore wells to provide safe drinking water.
- In education, it awards scholarships to students from the rural schools it support.
- Its other interests include women's empowerment and health care, in which it treats patients in hospitals, runs medical camps and operates rural mobile medical van services.

Indian Oil Corporation

- It runs the Indian Oil Foundation (IOF), a non-profit trust, which works for the preservation and promotion of the country's heritage.
- IOCL also offers 150 sports scholarships every year to promising youngsters.
- Some of its other initiatives lie in the domains of clean drinking water, education, hospitals and health care

Infosys

- Gives away the annual Infosys Prize to honour outstanding achievements in the fields of science and engineering.

- Company supports causes in health care, culture and rural development.
- In an interesting initiative undertaken by it, 100 school teachers in Karnataka, who were suffering from arthritis, underwent free surgery as a part of a week-long programme.
- Stakeholders, including shareholders, employees, customers, suppliers, project affected people, society at large etc. and create value for all of them. They should develop mechanism to actively engage with all stakeholders, inform them of inherent risks and mitigate them where they occur

Mahindra & Mahindra

- KC Mahindra Education Trust, supports education of over 75,000 underprivileged girls.
- The trust has awarded grants and scholarships to 83,245 students so far.
- In vocational training, the Mahindra Pride School provides livelihood training to youth from socially and economically disadvantaged communities.
- M&M also works for causes related to environment, health care, sports and culture.
- Their governance systems should be underpinned by Ethics, Transparency and Accountability. They should not engage in business practices that are abusive, unfair, corrupt or anti-competitive
- Companies should provide a workplace environment that is safe, hygienic and humane and which upholds the dignity of employees. They should provide all employees with access to training and development of necessary skills for career advancement, on an equal and non-discriminatory basis. They should uphold the freedom of association and the effective recognition of the right to collective bargaining of labour, have an effective grievance redressal system, should not employ child or forced labour and provide and maintain equality of opportunities without any discrimination on any grounds in recruitment and during employment

Oil & Natural Gas Corporation

- It offers community-based health care services in rural areas through 30 Mobile Medicare Units (MMUs).
- The ONGC-Eastern Swamp Deer Conservation Project works to protect the rare species of Eastern Swamp Deer at the Kaziranga National Park in Assam.
- ONGC also supports education and women empowerment.
- In order to assist the businesses to adopt responsible governance practices, the Ministry of Corporate Affairs has prepared a set of voluntary guidelines which indicate some of the core elements that businesses need to focus on while conducting their affairs. These guidelines have been prepared after taking into account the governance challenges faced in our country as well as the expectations of the society. The valuable suggestions received from trade and industry chambers, experts and other stakeholders along with the internationally prevalent and practiced guidelines, norms and standards in the area of Corporate Social Responsibility have also been taken into account while drafting these guidelines.

Tata Consultancy Services

- Its Computer Based Functional Literacy (CBFL) initiative for providing adult literacy has already benefitted 1.2 lakh people.
- The programme is available in nine Indian languages.
- Besides adult education, TCS also works in the areas of skill development, health care and agriculture.
- Companies should take measures to check and prevent pollution; recycle, manage and reduce waste, should manage natural resources in a sustainable manner and ensure optimal use of resources like land and water, should proactively respond to the challenges of climate change by adopting cleaner production methods, promoting efficient use of energy and environment friendly technologies.

Tata Steel

- It comes out with the Human Development Index (HDI), a composite index of health, education and income levels, to assess the impact of its work in rural areas.
- Health care is one of its main concerns.
- The Tata Steel Rural Development Society aims to improve agricultural productivity and raise farmers' standard of living.
- Depending upon their core competency and business interest, companies should undertake activities for economic and social development of communities and geographical areas, particularly in the vicinity of their operations.

Suggestions

- Each business entity should formulate a CSR policy to guide its strategic planning and provide a roadmap for its CSR initiatives, which should be an integral part of overall business policy and aligned with its business goals. The policy should be framed with the participation of various level executives and should be approved by the Board.

- The CSR policy of the business entity should provide for an implementation strategy which should include identification of projects/activities, setting measurable physical targets with timeframe, organizational mechanism and responsibilities, time schedules and monitoring. Companies may partner with local authorities, business associations and civil society/non-government organizations. They may influence the supply chain for CSR initiative and motivate employees for voluntary effort for social development. They may evolve a system of need assessment and impact assessment while undertaking CSR activities in a particular area. Independent evaluation may also be undertaken for selected projects/activities from time to time.
- Companies should allocate specific amount in their budgets for CSR activities. This amount may be related to profits after tax, cost of planned CSR activities or any other suitable parameter
- To share experiences and network with other organizations the company should engage with well established and recognized programmes/platforms which encourage responsible business practices and CSR activities. This would help companies to improve on their CSR strategies and effectively project the image of being socially responsible.
- The companies should disseminate information on CSR policy, activities and progress in a structured manner to all their stakeholders and the public at large through their website, annual reports, and other communication media.

Conclusion

Case studies are complex because they generally involve multiple sources of data, may include multiple cases within a study, and produce large amounts of data for analysis. Researchers from many disciplines use the case study method to build upon theory, to produce new theory, to dispute or challenge theory, to explain a situation, to provide a basis to apply solutions to situations, to explore, or to describe an object or phenomenon. The advantages of the case study method are its applicability to real-life, contemporary, human situations and its public accessibility through written reports. Companies have specialized CSR teams that formulate policies, strategies and goals for their CSR programs and set aside budgets to fund them. The programs are put into practice by the employees who are crucial to this process. CSR programs ranges from community development to development in education, environment and healthcare etc. Indian entrepreneurs and business enterprises have a long tradition of working within the values that have defined our nation's character for millennia. India's ancient wisdom, which is still relevant

today, inspires people to work for the larger objective of the well-being of all stakeholders. These sound and all-encompassing values are even more relevant in current times, as organizations grapple with the challenges of modern-day enterprise, the aspirations of stakeholders and of citizens eager to be active participants in economic growth and development.

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A STUDY ON INTERACTION BETWEEN INTELLECTUAL CAPITAL AND PROFITABILITY OF SELECT CEMENT COMPANIES IN INDIA

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Abstract

This study attempts to examine the association between intellectual capital and profitability of listed Cement companies in India. This study has analyzed 10 companies in the Cement industry, which are selected from BSE listed Cement companies for the period 2005 – 2015 using Multiple Regression Analysis. In this study, four regressors i.e., capital employed efficiency, human capital efficiency, structural capital efficiency and valued added intellectual capital coefficient were employed to examine their effects on different profitability measures such as return on assets and return on equity. The empirical results revealed that independent variables such as capital employed efficiency, human capital employed efficiency and value added intellectual coefficient have shown statistically significant relationship with the profitability proxies and they determine the profitability of Cement companies to a large extent.

Introduction

In human resource based economy, intellectual capital (IC) is considered the key factor influencing business performance. Many theoretical and empirical studies confirm its strong effect on the overall results of the firm. IC cannot exist without human capital; which is in fact its main component. In transition economies, because of the imperfections of the labour market, staff costs are not always correlated with productivity. Thus in some cases wages may be influenced or even set by employers and employees may be forced to accept the situation due to the lack of alternative job offers. On the other hand an opposite situation can occur especially in large companies with strong trade unions that have the power to raise salaries more than productivity growth. Other imperfections may appear in state owned companies and in the public sector where sometimes discriminations are made in the recruitment process due to political orientation and other individual and group interests of executives.

Review of Literature

Kenneth Galbraith(2012)¹ empirically examined the influence of intellectual capital on financial performance at microeconomic level. Based on data collected from the financial statements of companies listed at Bucharest Stock Exchange, present study analyses the correlation between intellectual capital and its components, calculated by using the VAIC method, and financial performance, calculated by using Return on Equity. Several regression models are being used. The results support the proposed hypothesis, proving that there is a significant positive correlation between

intellectual capital and financial performance. This study has some limitations. They are related on the one hand to the model used for valuating intellectual capital (VAIC) and on the other hand to the sample of companies and the used methodology. **Khanhossini, Nikoonesbati, Kheire, & Moazez (2013)**² examined that a paradigm to knowledge-based economy has encouraged companies to increase their quality of employees to respond to the market transformation. Employees are often forgotten as valuable assets since employees are often only represented by wages and salaries, including other related employees' expenses. A trend topic for the upcoming event on ASEAN Free Trade Area (AFTA) in 2015 has increased influenced to many people to upgrade themselves as a way to compete with residence/citizens of other neighboring countries. Since human capital is a part of intellectual capital, this research also analyzes the importance of structural capital and capital employed for companies. **Gholamhossein Mehraliana,e*, Hamid Reza Rasekha,b,(2011)**³ studied the cost-effectiveness tools for the analysis of company's intellectual resources, in terms of resource-based and value-based approaches. Our study focuses on the evaluation of intellectual capital methods to discover the drivers of company growth. We suppose that the potential effectiveness of intellectual capital resources varies according to different institutional factors. Several statistical methods will be used for the empirical issues in this research, including common cross-sectional and panel data analysis, and the instrumental variables method. The industries presented in the dataset are selected according to the predominance of several intellectual capital elements.

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(Namazi and Ibrahimi, 2009)⁴ adopted the term of intellectual capital had been used by John Kens Galberis for the first time. He believed that intellectual capital is beyond of sheer thought and encompasses a kind of action of thoughts. In this concept, intellectual capital is a static intangible asset and it is considered as a means of reaching goals. In this area, we should not ignore the efforts of James Tobin in the second half of previous century which his model based on ratio -QV Tobin- for the first time enabled the organizations to investigate the effective performance of firm's intellectual capital. (Khavandkar et al., 2009) Intellectual capital is defined as intangible assets that enable the firms to operate. (Khavandkar et al., 2009) **(ORAL ERDOĐAN 2010)⁵** investigated the impact of intellectual capital on the financial performance of the depository banks in Turkey. It is demonstrated that banks' return on equity ratios are strongly related to intellectual capital of the banks. Our findings underline the importance of intellectual capital in enhancing bank profitability and revenue growth. Banks need to give importance on intellectual capital in order to obtain competitive advantage in today's global market. An indicator of this is the shift of profitable sources from physical assets to intellectual assets. This is especially true in knowledge-driven sectors, such as banking, where the value added of corporations, organizations and individuals is directly related to their knowledge and intellectual capital.

Statement of The Problem

In India, only a few studies have analyzed the relationship between intellectual capital and financial results on select industries. There are so many studies available on capital structure in developed countries. Those studies also concentrated on the individual determinants such as capital employed efficiency, human capital, structural capital and value added intellectual coefficient etc., so, the present study aims at finding the association between intellectual capital factors with its implications on Cement industry in India. The reason for Cement industry is due to its capital intensive in nature.

With the above back ground of theoretical framework and empirical studies the present research work aims to

- To analyze the relationship between intellectual capital & profitability of select fertiliser companies in India.
- To determine whether the components of intellectual capital influence the return on assets, return on equity

Statement of Hypothesis

H₀ – There is no significant relationship between dependent variable (ROA & ROE) and independent variables such as Capital Employed Efficiency, Human Capital Efficiency, Structural Capital Efficiency and Value Added Intellectual Coefficient.

H₁ – There exists a significant relationship between dependent variable (ROA & ROE) and independent variables such as Capital Employed Efficiency, Human Capital Efficiency, Structural Capital Efficiency and Value Added Intellectual Coefficient.

Methodology

For this purpose of study, the 10 sample companies have been chosen which are listed in BSE under Cement category. The required secondary data such as Annual Reports, Balance sheet and Profit and Loss Account are collected from Prowess and official websites of the companies. The study period covers 12 years since 2005 till 2015.

Tools used for the Study:

For this study, the following statistical tools are used.

1. Descriptive Statistics
2. Multiple Correlation Analysis and
2. Multiple Regression Analysis Model

The multiple regression equation fitted to find the determinants of capital structure was

$$CP = \alpha + \beta_1 CEE + \beta_2 HCE + \beta_3 SCE + \beta_4 VAIC + \xi$$

Where Corporate Performance = Return on Assets, Return on Equity, Earnings Per Share and Book Value.

α = Constant, $\beta_1 \dots \beta_4$ = Estimated coefficients and ξ = error term

Definition of Variables

Dependent Variables

It includes Return on Assets and Return on Equity

- a. Return on Assets = Net Profit / Total Assets.
- b. Return on Equity = Net Profit / Net worth

Independent Variables

- a. CEE – Capital Employed Efficiency
- b. SCE – Structural Capital Efficiency
- c. HCE – Human Capital Efficiency
- d. VAIC = Value Added Intellectual Coefficient (Table : 1)

Empirical Analysis and Results

Table - 1 : Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
ROA	-265.96	61.10	96.9649	565.35
ROE	-327.79	170.43	6.1167	52.47
CEE	-356.08	21.19	-5.0694	42.00
HCE	.79	15.41	3.8194	2.64
SCE	-.56	.93	.5219	0.31
VAIC	-288.42	28.42	2.2390	27.01

Table - 1 presents descriptive statistics of fertiliser for the variables used in the estimates of the present study. The data are collected from annual reports of the respective banks and Statistical Tables Relating to banks which have selected ratios of scheduled commercial banks. Summary statistics in Table 1 include the minimum, maximum, mean and the standard deviation for period 2004 – 2013. The ROE has the highest value of standard deviation 565.35. ROA shows a highest mean value of 96.9649. The minimum value of -327.79 is found in ROE and the variable has the maximum value of 170.43.

Table - 2 : Correlation Matrix of Independent Variables

		CEE	HCE	SCE	VAIC
CEE	Pearson Correlation	.011	.011	-.082	.629**
HCE	Pearson Correlation	1	1	.310**	.120
SCE	Pearson Correlation	.310**	.310**	1	-.006
VAIC	Pearson Correlation	.120	.120	-.006	1

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

Multiple regressions were run in SPSS 17.0 using the Enter Method to test the set hypotheses or more clearly to test how the independent variables explain the profitability. Before running the regression, investigation into the multicollinearity problem was carried out using the Pearson Correlation method. First of all, bivariate (pair-wise) correlations among the independent variables were examined to find out the multicollinearity problem. The existence of correlation of about 0.80 or larger indicates that there is problem of multicollinearity (Lewis-Back 1993). Table 2 presents the Pearson correlation coefficients for the variables used in the study. None of the pair-wise coefficient of correlation was 0.80 or larger. Table 2 depicts that the highest correlation coefficient value of variable .376 which is near to 0.8 but do not exceed the limit (Table : 2)

Multiple Regression Analysis of Intellectual Capital Variables

Table - 2 : Model Summary

Model	Multiple R	R Square	Adjusted R Square	Std. Error of the Estimate
ROA	.870	.756	.751	1.98
ROE	.815	.664	.656	1.33

Explanatory power of the model as indicated by R² (multiple coefficient of determination) and adjusted R² is fairly good. The model explains around .870 of the variation in the dependent variable/ profitability. The adjusted explanation of the model is about .815. The F value which is a measure of overall significance of the estimated regression and also a test of significance of R² is 151.347 (Table : 3)

Table - 3 : ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
ROA	Regression	3567.650	4	594.608	151.347	.000
	Residual	1151.128	115	3.929		
	Total	4718.778	119			
ROE	Regression	1024.864	4	146.409	82.407	.000
	Residual	518.787	115	1.777		
	Total	1543.651	119			

The ANOVA table reveals that F value is significant at .05 level during the study period. This clearly indicates that the variation caused by independent variables on ROA is significant. At 95% confidence level, the critical value obtained from F table is 96. The calculated value is 151.344 which is greater than the tabular value and falls in the rejection region. Therefore, it can be that there is a significant relationship between dependent variable ROA, ROE and independent variables.

Table - 4 : Regression Co-Efficient Summary of Intellectual Capital Variables

Model	ROA		ROE	
	Beta	Sig.	Beta	Sig.
CEE	-.093	.004	.288	.000
HCE	-.160	.000	.654	.000
SCE	.210	.050	-.806	.070
VAIC	-.272	.000	.238	.000

From the standardized beta coefficients, it is clear that the percentage contribution of structural capital efficiency has been highest in regression model 1 (Return on Assets). In model 2 (Return on Equity), human capital

efficiency shows the highest contribution It can be inferred from the regression coefficient summary that the independent variables such as capital employed efficiency, human capital employed efficiency and value added intellectual coefficient are having statistically significant relationship with all the proxies of dependent variable.

Conclusion

This study has examined the impact of intellectual capital determinants on corporate performance of listed Cement companies in India. The study has used multiple regression analysis to achieve the hypothesised objectives for the study period 2005-2015. The empirical results clearly showed that the corporate performance of listed Cement companies is immensely affected by human capital efficiency (HCE). Profitability measures such as ROA and ROE have reported a strong correlation with intellectual capital.

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RECENT TREND IN E-BANKING

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Abstract

E-banking innovation by its providers to offer their services makes it essential to understand how various aspects of consumer behavior affect the innovation and respond to service quality. Within this context this paper has undergone a critical literature review of previous researchers with an objective to examine the impact of e-banking on consumer's behavior to e-service quality. E-banking refers to electronic banking, wherein the entire operation is done by the customer through his computer system by using a code. It maintains secrecy of transactions. The customer will be instructing the banker through the computer with regard to transfer, investment and repayment of loans or appropriation of different payments. By this, the use of cheques is very much minimized and the customer will be able to contact the banker or his particular branch from any part of the world.

Introduction

The development of Information Technology has been a big boon to banking industry. It has helped the banking industry in several ways, especially in improving its customer relations. Banking industry has undertaken various activities due to the introduction of electronic media in its operations. The customer will be instructing the banker through the computer with regard to transfer, investment and repayment of loans or appropriation of different payments. By this, the use of cheques is very much minimized and the customer will be able to contact the banker or his particular branch from any part of the world.

Meaning

Electronic banking, wherein most of the operations of the bank are carried out through the electronic media. Even the traditional functions like accepting deposits and grading of loan are done through the electronic media.

Objectives of E-Banking

- To promote public awareness on the use and value of electronic channels.
- To ensure that more protection and transparency are involved in the issuance of electronic money products.
- To ensure that banks and other electronic money issuers make adequate technological investment and take other necessary precautions required to combat crime in the industry.
- To receive complaints pertaining to unauthorized and invalid transactions leakage, tampering and theft of data and ensure that they are sufficiently and easily resolved through adequate legal and technical protection for E-banking consumers.

- To make sure that high ethical standards are maintained in E-banking operations to provide more efficiency and instill more confidence in the consumer.
- To sensitize E-money users about the importance of protecting their electronic data and how to take private and proactive measures in order to forestall their use by unauthorized persons.
- To ensure that banks and other electronic money issuers make adequate disclosures about service charges and the limit of liabilities that are passed on to the consumer of electronic banking products.

Scope of Electronic Banking

Now in this modern age the entire banking structure has been changed due to widespread internet technology. Now all the business like commerce, trade, import, export, purchase and sale of goods is relying upon electronic banking. By using the advance electronic technology the banking services are fast and economical. There is a saving time and saving of money in the use of E-banking. If any country wants to work in the world market, it will have to improve the banking services at international level because old traditional banking is not acceptable in the changing global economy.

The online banking facility has been provided by the large number of commercial banks. On other hand credit card facility is also available in the various commercial banks.

Benefits of Internet Banking

There are plenty of perks offered by banks to customers who adopt internet banking over the traditional visit physically to the nearest branch office. Following are the important benefits of electronic banking:

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- **Paper Work Reduced**

The traditional procedure of banking is manual and paper based. Electronic banking is gradually replacing the paper transactions in the banks which has reduced the paper work.

- **Easy Transactions**

Electronic banking has reduced the problems of the customers like writing cheques, filing taxes, and transforming of cash. Now in ATM facility there is no need of cheque book.

- **Security**

Electronic banking provides the safe system of payment. Now transactions are made in the accounts through internet.

- **Saving Of Time**

Electronic banking has saved the time and money of the customers and also the bank. Now burden of work on bank employees has been also reduced. Were hired at higher wages, so operating cost was very high. Now by using electronic banking the number of employees has been reduced.

- **Reduction In Cost**

In case of manual banking, large numbers of employees were hired at higher wages, so operating cost was very high. Now by using electronic banking the number of employees has been reduced.

- **Convenience**

This is the single most important benefits that outweigh any shortcoming of internet banking. Making transactions and payments right from the comfort of home or office at the click of a button without even having to step out is a facility none would like to forego. Keeping a track of accounts through the internet is much faster and convenient as compared to going to the bank for the same. Even non transactional facilities like ordering check books online, updating accounts, enquiring about interest rates of various financial products etc become much simpler on the internet.

- **Better Rates**

The banks stand to gain significantly by the use of internet banking as it implies lesser physical effort from their end. The need to acquire larger spaces for offices and employ more staff to deal with the customers is significantly reduced making it financially beneficial to the banks. This means that a portion of savings accrued can be passed on to the customers in terms of higher rates on deposits and lower rates on loans. To encourage internet banking

most banks offer minimum or no deposit accounts for online banking and lower penalties on early withdrawal of Fixed Deposits.

- **Services**

Technology has made it extremely convenient for the bank as well as the customer to access to a host of wonderful services by simply logging in. These services include financial planning capabilities, functional budgeting and forecasting tools, loan calculators, investment analysis tools and equity trading platforms which are available as simple applications on the bank's website.

- **Mobility**

Internet banking has a step further in the last few years in the form of mobile internet banking which accords unlimited mobility to the customer who can now handle financial transactions even while on the move.

- **Better customer Relationship**

Speedy transactions are being carried out through the electronic banking. Customers are happier and the Banker-Customer relationship has very much improved.

Challenges of Internet Banking

"Electronic banking is the wave of the future. It provides enormous benefits to consumers in terms of the ease and cost of transactions. But it also poses new challenges for country authorities in regulating and supervising the financial system and in designing and implementing macroeconomic policy.

Electronic banking has been around for some time in the form of automatic teller machines and telephone transactions. More recently, it has been transformed by the Internet, a new delivery channel for banking services that benefits both customers and banks.

However the current trend of exclusively using the online mode to make all kinds of transactions has a few pitfalls which may prove costly in the long run unless guarded against from the beginning.

- **Relationships**

Online transactions take a toll on the relationship with the banker which the traditional visit to the branch office used to foster. Personal relationship with the staff at the banks comes handy when requesting for faster loan approval or a special service which may not be available to the public. The manager has many discretionary powers such as waiving of penal interest or service fees which were often taken advantage of by better acquaintance with the staff.

- **Complex Transactions**

There are many complex transactions which cannot be sorted out unless there is a face to face discussion with the manager that is not possible through internet banking. Solving specific issues and complaints requires physical visit to the bank and cannot be achieved through the internet. Online communication is neither clear nor pin pointed to help resolve many complex service issues. Certain services such as the notarization and bank signature guarantee cannot be accomplished online.

- **Security**

This is the biggest pitfall of the internet banking scheme which needs to be guarded against by the common customer. Despite the host of sophisticated encryption software is designed to protect your account there is always a scope of hacking by smart elements in the cyber world.

- **Banking relationship**

Customary banking allows creation of a personal touch between a bank and its clients. A personal touch with a bank manager for example can enable the manager to change terms in your account since he/she has some discretion in case of any personal circumstantial change. It can include reversal of an undeserved service charge.

- **Security matters**

Direct banks are governed by laws and regulations similar to those of customary banks. Accounts are protected by Federal Deposit Insurance Corporation (FDIC). Complex encryption software is used to protect account information. However, there are no perfect systems. Accounts are prone to hacking attacks, phishing, malware and illegal activities.

- **Learning**

Banks with complicated sites can be cumbersome to navigate and may require one to read through tutorials to navigate them.

- **Transaction problems**

Face to face meeting is better in handling complex transactions and problems. Customary banks may call for meetings and seek expert advice to solve issues.

Conclusion

Currently most financial institutions use the Internet as a presentation medium. Often there is a possibility to request additional information or to perform individual calculations. Payment systems are developed to facilitate electronic commerce. In order to realize significant rationalization potentials no isolated but integrated solutions that support existing business processes are required. Collaboration between competing financial institutions may be necessary to cut down development costs. From all of this, we have learnt that information technology has empowered customers and businesses with information needed to make better investment decisions. At the same time, technology is allowing banks to offer new products, operate more efficiently, raise productivity, expand geographically and compete globally. A more efficient, productive banking industry is providing services of greater quality and value. E-banking has become a necessary survival weapon and is fundamentally changing the banking industry worldwide. Today, the click of the mouse offers customers banking services at a much lower cost and also empowers them with unprecedented freedom in choosing vendors for their financial service needs.

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MISPLACED PRIORITIES HURT RETAIL CUSTOMERS

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Abstract

The banking industry boasts of five layers now, with the addition of payments banks and small finance banks. Nowhere in the world will one come across banks that accept deposits but do not lend. The main activity of a bank is to lend money and accept deposits. Banks lend at a higher rate of interest and pay interest on the deposits (borrowings) they accept, at a lower rate. The difference between the two rates of interest represents gross interest income for the banks. However, banks provide other services too where they collect a fee and hence such services are called fee-based services. Lately, the profit generated by fee-based services of banks has been rising at a faster pace than the profit generated by their main activity. This is allegedly because the retail borrowers are being sidelined by banks who find it more lucrative to render fee-based activities. Fee-based activities can be rendered cost-effectively since banks do not have to go through the rigmarole associated with lending. Additionally, banks allegedly coax retail customers into buying products and services they do not need by exploiting the customers' naivety. The researcher's findings reveal that there is some truth in the allegation. The researcher suggests that the banks do not lose sight of the big picture. Dilution of focus on the core activity may look attractive now but in the long run, it is lending and mobilising deposits that will stand banks in good stead. Banks cannot afford to antagonise the retail customers since they cannot find a more self-sacrificing community of contributors of cheapest capital. Unlike corporates, retail borrowers blindly accept whatever interest rate banks apply to their loans. The ticket size of retail loans is smaller which means that the banker can spread the risk across a larger base of retail borrowers.

Key words : Core activity; fee-based services; payments banks; small finance banks

Theoretical background of the topic

The country's banking paradigm has witnessed a sea change lately. The banking industry boasts of five layers now, with the addition of payments banks and small finance banks to it. In fact, nowhere in the world one will come across banks that accept deposits but do not lend. What is more, the so-called deposits-only payments banks will leverage state-of-the-art technology for their operations. Even the biggest lender of the country, despite being majority-owned by the Union of India, does not get to exploit the kind of technology that these payments banks will, to bring the financially excluded sections of society into mainstream banking. Payments banks are all set to give the country's commercial banks a run for their money. Conscious of this distinct possibility, commercial banks have been girding themselves for the eventual battle with the payments banks even if it means that they have to scrape the bottom of the barrel for the purpose.

Statement of the problem

According to received wisdom and the statute, the main activity of a bank is to lend money and accept deposits. Banks lend at a higher rate of interest and pay interest on the deposits (borrowings) they accept, at a lower rate. The difference between the two rates of interest represents gross interest income for the banks. However, banks provide other services too that do not involve

lending or acceptance of deposits. For example, they may issue demand drafts or accept payments on behalf of public utilities. To render such services, banks collect a fee and hence such services are called fee-based activities. In value terms and volume terms, these fee-based services, being supplementary in nature, would account for a small percentage of the profit earned by banks. Lately however, the profit generated by fee-based activities of banks has been rising at a faster pace than the profit generated by their main activity (namely lending and accepting deposits). This increasingly conspicuous trend has upset the community of retail customers of banks, amongst others. Retail borrowers in particular, it is alleged, are being sidelined by banks since banks find it more lucrative to render fee-based activities. Fee-based activities can be rendered by banks cost-effectively since they do not have to go through the rigmarole associated with retail lending -- like vetting the loan application, disbursing the loan after setting aside the appropriate capital for the loan, ensuring end-use of the loan and monitoring the repayment of the loan over its tenor. Retail loans involve a higher servicing cost for the banks while fee-based activities, being one-off activities, entail a lower servicing cost. This subtle shift in operational strategy carried out by the banks rather unobtrusively, has allegedly led to discontent among retail customers in general and retail borrowers in particular. Additionally, it is alleged that banks coax

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retail customers into buying products and services they do not need by exploiting their naivety. At times, banks are said to arm-twist their retail customers into buying products and services that they do not need. This is truer in the case of retail borrowers. The present study seeks to address these problems.

Review of literature

1. Banks' net interest margin (NIM) has been falling, in the backdrop of rising NPAs. All the same, profits of banks have been rising (Kavya & Deepti, 2015). According to RBI, profits of all scheduled commercial banks have been rising at a compounded annual growth rate (CAGR) of 15 percent for the past 10 years. Private banks' profit CAGR has been 25 percent. To ensure stability in profitability levels, banks have been focusing on other sources of income. This explains the third-party tie-ups banks have been forging with fund houses, insurance companies, etc. This also explains the advent of new products like EDC (electronic data capture) machines and products catering to non-resident Indians and affluent segments. The share of other income to total income was the highest for foreign banks (23 percent). Private banks (with 16 percent) and public sector banks (with nine percent) followed them.
2. Autosweep savings accounts may be more rewarding, considering that excess money from them is automatically swept into a fixed deposit (FD) account (Kavya, Home: livemint, 2015). But many depositors do not realise that, at times, they could lose some interest in the bargain. Under the auto-sweep regime, when the savings account balance crosses a pre-defined limit, the excess money is automatically swept into an FD account. The threshold could be in the INR 25,000 – INR 100,000 range. The FD's minimum maturity period is defined by the bank and it is one year generally. Unfortunately, auto-sweep works against the depositor if the SB account balance falls short of the threshold. In such an event, the bank will debit the FD account to offset the shortfall in the SB account. This effectively could lead to a situation where the FD account earns interest at a lower rate than the SB account. This is because such a debit qualifies as premature withdrawal. Any premature withdrawal from the FD account (as is the case here) attracts a penalty.

Research gap

The reviewed literature has not examined if the rising dependence of banks on other income or non-core income has rendered banking costlier for the retail customer segment. Further, it has not examined if such dependence has implications for the retail customer segment and if so, what those implications are. It is

this gap that the present study seeks to bridge.

Scope of the present study

The study covers commercial banks, irrespective of the nature of ownership.

Objectives of the study

The objectives of the study are to:

1. Ascertain if banks' rising dependence on other income has rendered banking costlier for retail customers.
2. Identify the micro-level implications of banks' rising dependence on other income for retail customers.

Hypothesis proposed to be tested

The study proposes to test the following hypothesis:

"Banks' rising dependence on other income has rendered banking costlier for retail customers"

Research design

Research methodology

This is a descriptive study, involving investigations and adequate interpretation. Since it is a fact-finding study, data has been collected through personal interviews with the sample respondents. Information so collected from the respondents was documented with the help of structured interview schedules drafted for the purpose.

Sources of data

Data required for the study was collected from primary as well as secondary sources. Primary data was collected from the respondents, viz, bankers, consultants and retail customers. Secondary data was downloaded from the web sites of reputed financial dailies and the RBI.

Sampling plan

Bankers, consultants and retail customers represent the sampling universe.

Bankers : Given the rather limited number of commercial bank branches into retail banking in the vicinity where the Researcher lives, purposive or judgement sampling under the non-probability method was deployed. Applying the exposure to retail banking services as the criterion, the Researcher selected 30 such bankers which have been into retail banking for at least three years. This criterion, according to the Researcher, is the most appropriate one for the present study. What is important is the typicality and the relevance of the sampling units to the study and not the overall representativeness to the population. Thus it guarantees inclusion of the relevant elements in the sample. Probability sampling plans cannot give such a guarantee.

Consultants : Given the rather limited number of banking consultants operating in the vicinity where the Researcher lives, purposive or judgement sampling under

the non-probability method was deployed. Applying the exposure to retail banking services as the criterion, the Researcher selected 30 such consultants who have exposure to retail banking for at least three years. This criterion, according to the Researcher, is the most appropriate one for the present study. What is important is the typicality and the relevance of the sampling units to the study and not the overall representativeness to the population. Thus it guarantees inclusion of the relevant elements in the sample. Probability sampling plans cannot give such a guarantee.

Retail customers : Given the rather limited number of retail customers residing in the vicinity where the Researcher lives, purposive or judgement sampling under the non-probability method was deployed. Applying their exposure to retail banking services as the criterion, the Researcher selected 50 such retail customers (depositors or borrowers or both) who have been transacting with banks for at least three years. This criterion, according to the Researcher, is the most appropriate one for the present study. What is important is the typicality and the relevance of the sampling units to the study and not the overall representativeness to the population. Thus it guarantees inclusion of the relevant elements in the sample. Probability sampling plans cannot give such a guarantee.

Data collection instruments

Structured interview schedules were drafted and administered to the respondents for collection of primary data.

The interview schedules featured open questions and closed questions. Open questions were incorporated to identify opinions, ascertain the level of exposure to the topic and seek suggestions.

Data processing and analysis plan

Non-parametric statistical units were used to test the association between qualitative characters. Conclusions were arrived at on the basis of formation of Ho and H1. To be specific, chi-square test was applied to test the association.

Limitations of the study

Primary data has at times been inferred through frequent topic-oriented discussions with the respondents. This may have influenced the findings of the study. The Researcher is however convinced that such influence is too insignificant to affect the accuracy of the findings of the study.

Data Analysis – Bankers

Banks’ rising dependence on other income has rendered banking costlier for retail customers

Banks have been increasingly focusing upon other income or non-core income to improve their operating

income and by extension, their bottom line. This is a curious paradox considering that banks primarily operate by borrowing at a lower rate of interest and lending at a higher rate of interest. This rate differential, net of their other expenses, is called net interest margin (NIM) and naturally accounts for the biggest chunk of their profit. Other income generated by banks represents a smaller chunk of their profit. This is understandable since banks primarily lend (in the form of loans and advances) and borrow (in the form of deposits). Since other income is derived primarily from non-lending or fee-based activities, banks give the retail borrower the cold shoulder, rendering banking costlier for retail customers, according to one school of thought. Hence the researcher sought to know from the respondents if they would agree with the statement that banks’ rising dependence on other income has rendered banking costlier for retail customers. The respondents’ agreement / otherwise with the statement is expressed at five levels, namely, Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. These variates are assigned the values 1, 2, 3, 4 and 5 respectively. Their levels of agreement with the statement are reflected in the following Table and Figure.

Table - 1 & Figure-1

Banks’ rising dependence on other income has rendered banking costlier for retail customers

Levels of Agreement (Values)	Frequency	Percentage
Strongly Agree (1)	3	10
Agree (2)	4	13
Neutral (3)	3	10
Disagree (4)	11	37
Strongly Disagree (5)	9	30
Total	30	100

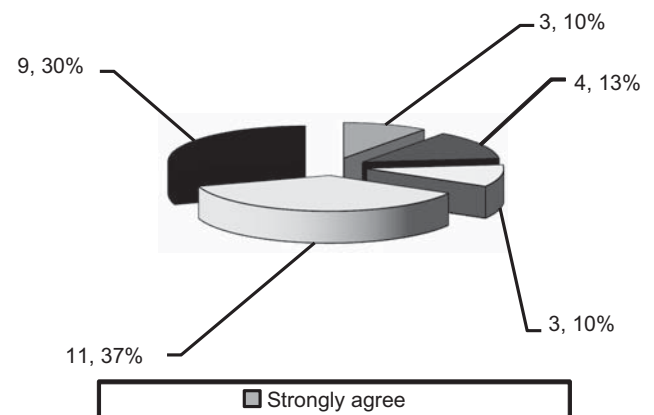


Fig. 1

Three respondents accounting for 10 percent strongly agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. Four respondents accounting for 13 percent agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. 11 respondents accounting for 37 percent disagree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. Nine respondents accounting for 30 percent strongly disagree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. Three respondents accounting for 10 percent remain neutral.

Seven respondents accounting for 23 percent agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers.

Micro level implications of banks' rising dependence on other income for retail customers

Banks' rising dependence on other income is said to have micro level implications for the retail customers. Hence the researcher requested the respondents to disclose the micro level implications of such dependence. Their replies to the query appear in the following Table.

Table - 2 : Micro level implications of banks' rising dependence on other income for retail customers

Micro level implications	Number of respondents
Banks coax the existing retail customers into buying products they do not need	9
Some banks persuade retail borrowers seeking commercial loans to buy general insurance products	8
Some banks persuade prospective retail borrowers to buy life insurance policies from them	6
Some banks persuade retail customers to buy insurance products or mutual funds	5

Banks coax the existing retail customers into buying products they do not need, admit nine respondents. Some banks persuade borrowers seeking commercial loans to buy general insurance products, confess eight respondents. Some banks persuade prospective retail borrowers to buy life insurance policies from them, confess six respondents. Some banks persuade retail customers to buy insurance products or mutual funds, state five respondents.

Data Analysis – Consultants

Banks' rising dependence on other income has rendered banking costlier for retail customers

Banks have been increasingly focusing upon other income or non-core income to improve their operating income and by extension, their bottom line. This is a curious paradox considering that banks primarily operate by borrowing at a lower rate of interest and lending at a higher rate of interest. This rate differential, net of their other expenses, is called net interest margin (NIM) and naturally accounts for the biggest chunk of their profit. Other income generated by banks represents a smaller chunk of their profit. This is understandable since banks primarily lend (in the form of loans and advances) and borrow (in the form of deposits). Since other income is derived primarily from non-lending or fee-based activities, banks give the retail borrower the cold shoulder, rendering banking costlier for retail customers, according to one school of thought. Hence the researcher sought to know from the respondents if they would agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. The respondents' agreement / otherwise with the statement is expressed at five levels, namely, Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. These variates are assigned the values 1, 2, 3, 4 and 5 respectively. Their levels of agreement with the statement are reflected in the following Table and Figure.

Table - 3 : Banks' rising dependence on other income has rendered banking costlier for retail customers

Levels of Agreement (Values)	Frequency	Percentage
Strongly Agree (1)	8	27
Agree (2)	13	43
Neutral (3)	2	6
Disagree (4)	5	17
Strongly Disagree (5)	2	7
Total	30	100

Figure - 2 : Banks' rising dependence on other income has rendered banking costlier for retail customers

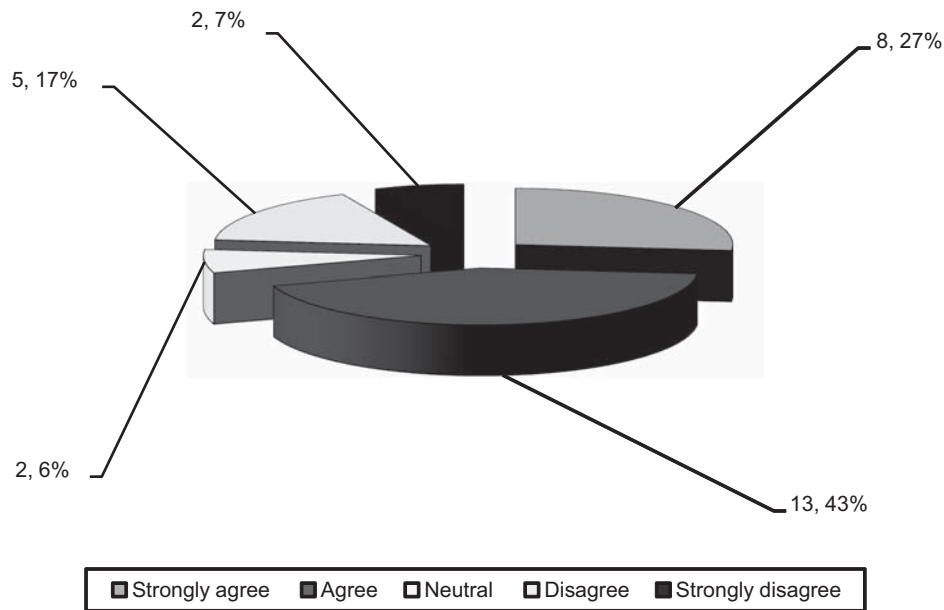


Fig. 2

Eight respondents accounting for 27 percent strongly agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. 13 respondents accounting for 43 percent agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. Five respondents accounting for 17 percent disagree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. Two respondents accounting for seven percent strongly disagree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. Two respondents accounting for six percent remain neutral.

21 respondents accounting for 70 percent agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers.

Micro level implications of banks' rising dependence on other income for retail customers

Banks' rising dependence on other income is said to have micro level implications for the retail customers. Hence the researcher requested the respondents to disclose the micro level implications of such dependence. Their replies to the query appear in the following Table.

Table- 4 : Micro level implications of banks' rising dependence on other income for retail customers

Micro level implications	Number of respondents
Some banks persuade prospective retail borrowers to buy life insurance policies from them	26
Some banks mis-sell insurance products and churn mutual fund portfolios just to earn more commission	25
Some banks persuade retail borrowers seeking commercial loans to buy general insurance products	24
Banks coax the existing retail customers into buying products they do not need	22
Some banks persuade retail customers to buy insurance products or mutual funds	21

Some banks persuade prospective retail borrowers to buy life insurance policies from them, confess 26 respondents. Some banks mis-sell insurance products and churn mutual fund portfolios just to earn more commission, admit 25 respondents. Some banks persuade retail borrowers seeking commercial loans to buy general insurance products, confess 24 respondents. Banks coax the existing retail customers into buying products they do not need, admit 22 respondents. Some banks persuade retail customers to buy insurance products or mutual funds, state 21 respondents.

Data Analysis – Retail customers

Banks' rising dependence on other income has rendered banking costlier for retail customers

Banks have been increasingly focusing upon other income or non-core income to improve their operating income and by extension, their bottom line. This is a curious paradox considering that banks primarily operate by borrowing at a lower rate of interest and lending at a higher rate of interest. This rate differential, net of their other expenses, is called net interest margin (NIM) and naturally accounts for the biggest chunk of their profit. Other income generated by banks represents a smaller chunk of their profit. This is understandable since banks primarily lend (in the form of loans and advances) and borrow (in the form of deposits). Since other income is derived primarily from non-lending or fee-based activities, banks give the retail borrower the cold shoulder, rendering banking costlier for retail customers, according to one school of thought. Hence the researcher sought to know from the respondents if they would agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers. The respondents' agreement / otherwise with the statement is expressed at five levels, namely, Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. These variates are assigned the values 1, 2, 3, 4 and 5 respectively. Their levels of agreement with the statement are reflected in the following Table and Figure.

Table-5 : Banks' rising dependence on other income has rendered banking costlier for retail customers

Levels of Agreement (Values)	Frequency	Percentage
Strongly Agree (1)	6	12
Agree (2)	11	22
Neutral (3)	5	10
Disagree (4)	19	38
Strongly Disagree (5)	9	18
Total	50	100

Figure - 3 : Banks’ rising dependence on other income has rendered banking costlier for retail customers

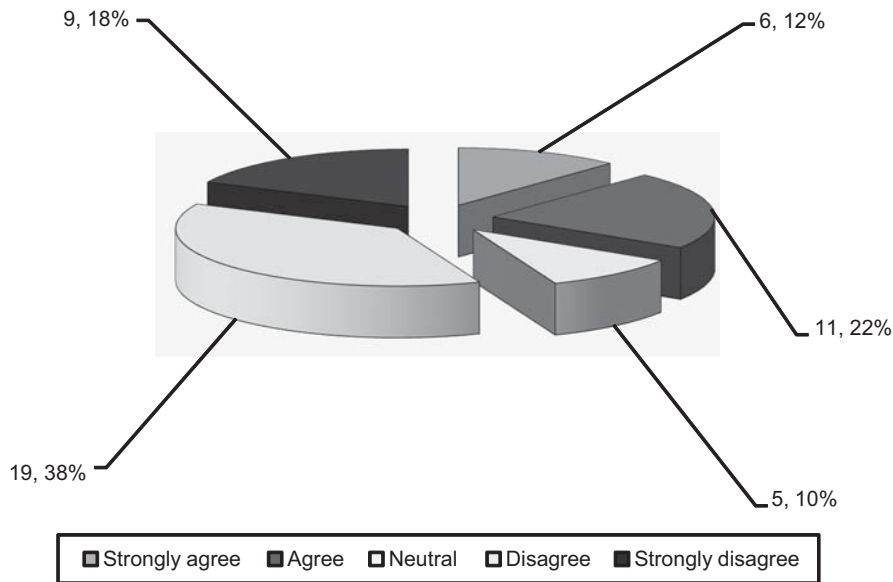


Fig. 3

Six respondents accounting for 12 percent strongly agree with the statement that banks’ rising dependence on other income has rendered banking costlier for retail customers. 11 respondents accounting for 22 percent agree with the statement that banks’ rising dependence on other income has rendered banking costlier for retail customers. 19 respondents accounting for 38 percent disagree with the statement that banks’ rising dependence on other income has rendered banking costlier for retail customers. Nine respondents accounting for 18 percent strongly disagree with the statement that banks’ rising dependence on other income has rendered banking costlier for retail customers. Five respondents accounting for 10 percent remain neutral.

17 respondents accounting for 34 percent agree with the statement that banks’ rising dependence on other income has rendered banking costlier for retail customers.

Micro level implications of banks’ rising dependence on other income for retail customers

Banks’ rising dependence on other income is said to have micro level implications for the retail customers. Hence the researcher requested the respondents to disclose the micro level implications of such dependence. Their replies to the query appear in the following Table.

Table- 6 : Micro level implications of banks’ rising dependence on other income for retail customers

Micro level implications	Number of respondents
Some banks persuade retail customers to buy insurance products or mutual funds	42
Some banks persuade prospective retail borrowers to buy life insurance policies from them	33
Banks coax the existing retail customers into buying products they do not need	16
Some banks persuade retail borrowers seeking commercial loans to buy general insurance products	14
Some banks mis-sell insurance products and churn mutual fund portfolios just to earn more commission	8

Some banks persuade retail customers to buy insurance products or mutual funds, state 42 respondents. Some banks persuade prospective retail borrowers to buy life insurance policies from them, confess 33 respondents. Banks coax the existing retail customers into buying products they do not need, admit 16 respondents. Some banks persuade retail borrowers seeking commercial loans to buy general insurance products, confess 14 respondents. Some banks mis-sell insurance products and churn mutual fund portfolios just to earn more commission, admit eight respondents.

Summary of findings

In the following paragraphs, a summarised version of the findings arrived at in respect of the three categories of respondents, namely bankers, consultants and retail customers, is furnished.

Bankers

1. Seven respondents accounting for 23 percent agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers.
2. Banks coax the existing retail customers into buying products they do not need, admit nine respondents. Some banks persuade borrowers seeking commercial loans to buy general insurance products, confess eight respondents. Some banks persuade prospective retail borrowers to buy life insurance policies from them, confess six respondents. Some banks persuade retail customers to buy insurance products or mutual funds, state five respondents.

Consultants

3. 21 respondents accounting for 70 percent agree with the statement that banks' rising dependence on other income has rendered banking costlier for retail customers.
4. Some banks persuade prospective retail borrowers to buy life insurance policies from them, confess 26 respondents. Some banks mis-sell insurance products and churn mutual fund portfolios just to earn more commission, admit 25 respondents. Some banks persuade retail borrowers seeking commercial loans to buy general insurance products, confess 24 respondents. Banks coax the existing retail customers into buying products they do not need, admit 22 respondents. Some banks persuade retail customers to buy insurance products or mutual funds, state 21 respondents.

Retail customers

5. 17 respondents accounting for 34 percent agree with the statement that banks' rising dependence on other

income has rendered banking costlier for retail customers.

6. Some banks persuade retail customers to buy insurance products or mutual funds, state 42 respondents. Some banks persuade prospective retail borrowers to buy life insurance policies from them, confess 33 respondents. Banks coax the existing retail customers into buying products they do not need, admit 16 respondents. Some banks persuade retail borrowers seeking commercial loans to buy general insurance products, confess 14 respondents. Some banks mis-sell insurance products and churn mutual fund portfolios just to earn more commission, admit eight respondents.

Conclusions

Conclusions are inferences / generalisations drawn from the findings. They relate to the hypotheses. They are answers to the research questions or the statements of acceptance or rejection of hypotheses.

Researcher's recommendations

The following are the researcher's recommendations:

1. There is nothing wrong with banks focusing on maximising their income from all activities, be they core activities or other activities. However, such focus should not lead to their focusing on fee-based activities to the exclusion of their primary activity which happens to be lending. Dilution of focus on the core activity may look attractive now but in the long run, it is their primary activity, namely lending and mobilising deposits that will stand them in good stead.
2. By diluting their focus on their primary activity, bankers may end up rubbing the retail customers the wrong way. Eventually, banks may fail to mobilise deposits from retail customers since the retail customers may begin to focus on other investment avenues and other asset classes like gold, post office savings bank accounts, real estate, mutual funds and shares. Banks should remember that retail customers provide them with the cheapest source of capital in the form of savings bank balances. By parking their money in savings bank accounts, retail customers help banks mobilise costless working capital! After all, the rate of inflation seldom falls below the nominal rate of interest that banks allow on the SB account balances, leading the SB account-holders to generate a negative return on their SB balances. Banks cannot find a more self-sacrificing community of contributors of capital. Banks had better treat the retail customers with the respect they deserve!

3. Retail borrowers represent the least risky and the most profitable constituency for the banks. Unlike corporates, they blindly accept whatever interest rate banks apply to their loan accounts. The ticket size of retail loans is smaller which means that the banker can spread the risk across a larger base of retail borrowers. Additionally, the loan issued per capita is invariably smaller. Thus, defaults if any on the part of retail borrowers do not affect the banks' bottom lines markedly.
4. Banks are not justified in coaxing retail customers into buying products and services that the customers do not need, unless such coaxing is justified by the findings of a need analysis. This is seldom the case, unfortunately. Banks have no right to mis-sell their products.
5. Banks should not arm-twist their borrowers into buying life insurance products or general insurance products from them taking advantage of the borrowers' indebtedness to the banks. This is grossly unfair and smacks of profiteering of sorts. This qualifies as mis-selling too.
6. It is a fact that falling NIM has been affecting the bottom lines of banks no thanks to rising NPAs. It is also a fact that income from fee-based activities is growing at a faster pace. But income from fee-based activities can under no circumstances be viewed as a remedy to make good the losses the banks incur in their loans / advances portfolio. Such cross-subsidisation is ill-advised in the banking field particularly considering that the newly permitted payments banks are better placed than commercial banks, technologically and geographically, to offer such fee-based services more effectively, on all financial metrics.
7. RBI has clearly mandated that there should be no 'linkage' either direct or indirect, between the provision of banking services to customers and the sale of insurance products by banks. Considering that commission income, especially from insurance products, accounts for a huge chunk of banks' profits, one is inclined to believe that banks do not implement the RBI mandate in spirit. Banks apparently use the traditionally cheapest and most effective tool, namely, word-of-mouth to mis-sell the products. It renders it difficult for the regulator to catch the banks in the act and punish them!

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DAY OF THE WEEK ANALYSIS ON SECTORAL INDEX OF INDIAN STOCK MARKET

J.Thiagarajan¹Dr.B.Kannan²

Abstract

This paper examine the day of the week effects in Indian stock market. Predicting the days return is always difficult task among the traders and investor. In order to know the pattern of return distribution among the day's samples of Sectoral index is taken into account. Study test the normality and Statistical significance among the returns of several samples taken into study. SPSS and MS-Excel used for this purpose.

Key words : *Efficient Market Hypothesis, Normality, Ranks, Sectors.*

Introduction

If the stock markets are efficient, stock prices are supposed to follow random walk as per the famous Efficient Market Hypothesis (EMH) introduced by Fama (1965). EMH states predicting future price with the help of past prices is not possible. Reason behind this is, all the past information is reflected in current price as argued by Fama. Many examiner conducted research on this and revealed stock price is random and not subject to predictable. But recent studies related, seasonality or pattern in stock price movement so in favour of predicting future price movement. This is against to the efficient market hypothesis. Fama states, financial return on the basis of time spread equal (Monday return is equal to Tuesdays return – Tuesdays return is equal to Wednesdays return). If investor is able to predict stock price movement or patterns it denies the strong form of Efficient market Hypothesis. Therefore investor should be in position to earn more return than market return. That's the reason why researcher gives more attention on anomalies or seasonality in the stock returns. Among the calendar anomalies day of the week is given more interest in studying the price behaviour pattern. Observation by many researcher like Gibbons and Hess (1981), Corhay and Rad (1994), Choudhry (2000) finds presence of seasonality and price patterns not only in developed market but also in developing market.

This paper investigate the existence of day of the week effect on various sectoral index of National Stock Exchange of India. In India, more test are conducted on Broad index such as Nifty, CNX 500, Nifty Junior, but not with sector based analysis. This paper test the existence or non-existence of day of the week effect in sectors like Banking, Information Technology, Energy etc.,

Literature Review

Study entitled, "Day-of-the week effects on the Bombay stock Exchange" by Ravi Anushuman V,

RanadevGoswami (2000), investigated the Week- End – Effects by using equally weighted portfolio from 70 stocks trading on the Bomabay Stock Exchange (April 1991 – March 1996). The study reveals Friday returns are positive and Tuesday returns are Negative.

Nageswari P, Selvam M (2010), in their paper titled, "Day-of-the week Effects on the Indian Stock Market: An Empirical Analysis", inspected the Day-of-the week Effect on the Indian Stock Market after the introduction of the compulsory Rolling settlement. From the study it is evident that the market was not able to price the risk properly as higher returns were possible by taking less risk and proved market is inefficiency.

Brooks, Persand (2001), in their article "Seasonality in South East Asian Stock Markets: Some New Evidence on Day-of-the-week effects", Scrutinized to know is there any day of the week effect in five Southeast Asian stock market? They found South Korea and Philippines have no record of significant Calendar Effects but Thailand and Malaysia registered significant positive average return on Monday and Significant Negative mean return on Tuesday. Taiwan found with having negative Wednesday Effect.

Study carried out by Goloka C Nath, Manoj Dalvi (2005), used high frequency end of day data of benchmark index (S&P CNX Nifty) found Monday and Friday return are significant before the Rolling Settlement introduced in January 2002. Study reveal after the introduction of the Rolling Settlement, Friday has become Significant return producing day of the week. Mondays returns are with high Volatility i.e., Higher Standard Deviation. Author describes the market as inefficiency by proving the existence of anomaly.

"Efficiency of Indian stock market: A case of Day of the Week Effect", work by Hareesh Kumar V, MalabikaDea

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(2007) revealed the efficiency of Indian Stock Market by using S&P CNX 500 Index. They revealed the presence of Day of the Week Effect in the Indian stock market, which affect the stock return and volatility, by this they proving Indian stock market to be inefficient.

Nageswari P, Babu M (2011), in their work entitled "Analysis of Week End Effect in Indian Stock Market" found the mean returns were positive for all days of the week in the study period. It was inferred that the day of the week pattern did not exist in the Indian stock market during the study period.

UshadSubadarAgathee (2008), in his study entitled, "Day of the Week Effects: Evidence from the stock exchange of Maruitius (SEM)", analysed the Day of the Week Effects in the stock Exchange of Maruitius. The study reveals there was no significant presence of the Day of the Week Effect across all given years in the sample period of 1998-2006. Reports shows the Friday return appeared to be higher than other trading days of the week.

Hypothesis, Data and Methodology

To study whether the day of the week effect anomaly is present in Sectoral index of National Stock Exchange or not, the following hypotheses have been framed and tested.

Testable Hypotheses

Hypothesis I

Ho : Daily returns of Sectoral index are normally distributed.

HA : Daily returns of Secotral index are not normally distributed.

Hypothesis II

Ho : The average stock returns are equal on all days of the week.

HA : The average stock returns are not equal on all days of the week.

Data

Data used in the study are closing prices of the Broad based index Nifty and other sectoral index such as BankNifty, CNX IT, Auto, Energy, Finance, FMCG, Pharma, Reality, PSU Banks, Metal, and Media Study period constituted from 1.01.2010 to 31.12.2014.

Methodology :

Daily returns are calculated as following:

$$Rit = \text{Log}(Pt - Pt-1) * 100$$

Rit: is the return of index i on day t

Pt:is the price of index i on day t

P(t-1): is the price of index i on day t-1

Results and Findings :

Table No:1 shows the results of normality of daily return at 95% significance level. All the sectors significance value come to .000, .001, and .012 which is less than .05. It means we want to reject the null hypothesis and accept the alternative hypothesis of Data are not normally distributed. Since the daily returns of all the sector index are not normally distributed and to test the Hypothesis II we want to proceed with the Non parametric test of Kruskal Wallis test.

Table No : 2 gives the mean rank of the all index along with the Days return. Mean ranks for the each day is calculated separately for each index or sectors. Since the means ranks are not uniform for all the days gives simple supposition of daily returns are different from days to days. But this may be due to the chance or there is no statistically significant difference appeared. Table NO: 3 gives the information of which day is having highest mean rank and lowest mean rank. Out of 12 sample of study 7 sectors giving highest mean return in Wednesday. But from this we can somehow interpret that Wednesday effect is seen in the Indian stock market but it is not enough to support statistically significant or not. For this we need to refer Table NO: 4 which gives the chi-square statistic and the associated significance calculated for all the sectors and all the values are higher than .05. Thus we cannot reject the null hypothesis and we say that the average index returns are different at least one day of week is by normal or by chance. In simple statement, we can say the average index returns are equal on all days of the week or there is no daily effect.

Conclusion :

Is seasonality exit in Indian stock market or not is a long debatable. In this study I examined the day of the week effect in Indian stock market by analysing the one broad index of Nifty and other eleven sectors to know seasonality is present or not. The study clearly reveals that daily seasonality that day of the week effect is not present in Indian National stock exchange. This supporting the evidence of EMH i.e., stock price movement are random and not predictable. This may be due the increased volatility, awareness among investors and proper reach out of Indian stock market to the world market.

Table - 1 : Normality Test

	Kolmogorov-Smirnova			Shapiro -Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Nifty	.037	1234	.000	.992	1234	.000
Bank Nifty	.048	1234	.000	.986	1234	.000
IT	.223	1234	.000	.302	1234	.000
AUTO	.035	1234	.001	.992	1234	.000
ENERGY	.033	1234	.003	.995	1234	.001
FINANCE	.042	1234	.000	.988	1234	.000
FMCG	.053	1234	.000	.977	1234	.000
MEDIA	.030	1234	.011	.997	1234	.012
METAL	.029	1234	.004	.993	1234	.000
PHARMA	.045	1234	.000	.990	1234	.000
REALITY	.033	1234	.004	.994	1234	.000
PSU BANK	.037	1234	.000	.989	1234	.000

Table - 2 : Kruskal Wallis Test

	Day of the Week	N	Mean Rank		Day of the Week	N	Mean Rank
NIFTY	Monday	251	637.02	BANK NIFTY	Monday	251	638.89
	Tuesday	252	616.85		Tuesday	252	600.70
	Wednesday	243	622.08		Wednesday	243	614.52
	Thursday	245	614.36		Thursday	245	621.99
	Friday	245	601.81		Friday	245	616.38
	Total	1236			Total	1236	
	Day of the Week	N	Mean Rank		Day of the Week	N	Mean Rank
IT	Monday	251	617.50	AUTO	Monday	251	649.59
	Tuesday	252	622.94		Tuesday	252	604.65
	Wednesday	243	639.71		Wednesday	243	625.48
	Thursday	245	605.04		Thursday	245	608.29
	Friday	245	607.38		Friday	245	604.19
	Total	1236			Total	1236	
	Day of the Week	N	Mean Rank		Day of the Week	N	Mean Rank
	Monday	251	624.72		Monday	251	639.99

ENERGY	Tuesday	252	613.74	FINANCE	Tuesday	252	603.63
	Wednesday	243	629.19		Wednesday	243	612.9
	Thursday	245	599.11		Thursday	245	630.17
	Friday	245	625.82		Friday	245	605.66
	Total	1236			Total	1236	
	Day of the Week	N	Mean Rank		Day of the Week	N	Mean Rank
FMCG	Monday	251	602.02	MEDIA	Monday	251	634.12
	Tuesday	252	629.04		Tuesday	252	600.85
	Wednesday	243	643.49		Wednesday	243	645.29
	Thursday	245	625.47		Thursday	245	603.33
	Friday	245	595.80		Friday	245	609.25
	Total	1236			Total	1236	
	Day of the Week	N	Mean Rank		Day of the Week	N	Mean Rank
METAL	Monday	251	643.37	PHARMA	Monday	251	620.54
	Tuesday	252	613.67		Tuesday	252	619.05
	Wednesday	243	648.41		Wednesday	243	659.65
	Thursday	245	610.84		Thursday	245	568.76
	Friday	245	575.98		Friday	245	624.78
	Total	1236			Total	1236	
	Day of the Week	N	Mean Rank		Day of the Week	N	Mean Rank
REALITY	Monday	251	628.03	PSU BANK	Monday	251	647.96
	Tuesday	252	603.69		Tuesday	252	602.24
	Wednesday	243	640.19		Wednesday	243	618.63
	Thursday	245	619.43		Thursday	245	606.22
	Friday	245	601.53		Friday	245	612.11
	Total	1236			Total	1236	

Table - 3 : Mean Ranks of Sectoral Index

DAYS	NIFTY	BANK NIFTY	AUTO	FINANCE	PSU	FMCG	ENERGY	REALITY	IT	METAL	MEDIA	PHARMA
RANKS												
M	I	I	I	I	I	IV	III	II	III	II	II	II
T	III	V	IV	V	V	II	IV	IV	II	III	V	IV
W	II	IV	II	III	II	I	I	I	I	I	I	I
TH	IV	II	III	II	IV	III	V	III	IV	IV	IV	V
F	V	III	V	IV	III	V	II	V	V	V	III	III

M- Monday: T- Tuesday: W-Wednesday :TH- Thursay F- Friday

Table - 4 : Results of Kruskal Wallis Test

	NIFTY	BANK NIFTY	AUTO	FINANCE	PSU	FMCG	ENERGY	REALITY	IT	METAL	MEDIA	PHARMA
Chi-Square	1.27	1.50	2.97	1.98	2.59	3.31	1.16	2.06	1.48	6.55	3.07	8.07
df	4	4	4	4	4	4	4	4	4	4	4	4
Asym.Sig	.866	.825	.563	.738	.627	.507	.884	.724	.829	.161	.546	.089

WORK-LIFE BALANCE PRACTICES AND FEMALE LECTURERS' CAREER PROGRESSION IN TRICHY

F. Merlin Kokila¹

Abstract

The main objective of this paper is to study the work life balance of working women in Trichy. This paper analyses the factors affecting work and life balance and effect of work life balance with respect to female lecturers.

Key Words : *Work- Life Balance, Women in Teaching Profession, Factors affecting Work Life Balance and Effect of Work Life Balance*

Introduction : Work – life Balance of women employees has become an important subject since the time has changed from men was the breadwinner, In today's world where both men and women equally sharing the responsibility of family life. Work – life balance for teaching professional has become one of the greatest challenges in today's world. Teachers work load not only demand their time in the institution but also extend to their home so as to get prepared for the following day, apart from maintaining student records and attending to various institution related functional requirements. Women have greater responsibility with the advent of industrialization and modernization, both at home and work place. Abraham (2002) stated that women, who work, carry a double load as an employee and housewife. They are super moms playing varied roles and reconciling between tradition and modernity. The pressure from career and family hits women hard. Women face more challenges when balancing work and life, leading to more difficulty in career growth.

The concept of Work - Life Integration:

Work-life balance is essentially about choice and flexibility, balancing life and work, balancing the needs of both the school (employer) and members (employees) and the optimum environment for high performance and satisfaction at all levels. Work- Life Balance is not from a trade-off point, but from a point of "Choices You Make". Work- Life Integration is an outcome of people exercising control and choices in their life to meet life's challenges. This can be in terms of managing work responsibilities alongside their personal and family needs. The life choices will change based on an individual's life stage – it is dynamic depending on the circumstances of an individual.

Literature Review And Rationale of the Study :

Work life balance has always been great concern for current researches because of its direct relationship with

productive quality of work life (Fleetwood, 2007 and MacInnes, 2008). Good work life balance is important for every individual to be more efficient and effective thereby attaining job satisfaction which in turn ensures success in his or her ventures. Work-life balance is vital to teacher effectiveness and satisfaction in the context of student learning. Researches have proved that a good quality work life balance results in the wellness of the faculty and also improved student behaviour. Moreover, good work life balance gives a feel of job satisfaction and also helps to achieve higher retention rates in the institution (Lakshmi & Kumar (2011)). Over the course of the career, every teacher faces some difficulties in attaining balance between professional and personal life due to lack of clear boundary between work and life because of flexibility of schedules. Moreover during the previous decades the work pressures in academia have been constantly nationally and globally thereby creating many stressors. It has been argued that rising stressors in academia are 'eroding' the operating capabilities of universities (Perry, et al., 1997). Very few studies have examined academics' ability to balance work and personal life, and overcome work-life conflicts (Bell, Rajendran & Theiler (2012)). Zedeck (1992) hypothesized that high levels of perceived job pressure stress and job threat stress would predict increased levels of work-life conflict, and decreased levels of work-life balance. However Punia & Khosla (2009) found that in the education sector collaboration strategy is used in majority dimensions of organisational role stress which signifies that in this sector people wish to remain conflict and stress free as it is directly linked with the teacher performance in and outside the classroom which are part and parcel of their organisational environment.

Career women are challenged by the full-time work and at the end of each work-day in a private Educational Institution they carry more of the responsibilities and commitments to home as viewed by Lakshmi & Kumar

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(2011). Their study highlighted the issues connected with work life balance of women in an educational institution and the factors that determine work life balance. Management of educational institutions needs to be conscious of this status of working women and periodically review the status. They can create supportive environment to help these women to achieve work life balance. Moreover, environmental matching calls for harmonizing the physical working environment with individual employee's needs and aspirations to provide them better quality of work life. In any of the organization, for educators, professionals, corporate trainers, recruiters, managers there are some reasons for their extra performance apart from average performance which is neither the technical skills nor the intelligence rather it is something else that cannot be defined in words i.e. extra role behaviour and the same can be attained through improved quality of work life (Punia, 2004; and Yadav & Punia, 2013).

Miryala & Nagapriya (2012) highlighted the necessity of adopting work life balance policies for teachers teaching at different levels. Based upon the different elements especially with reference to government and private institution teachers, the study proposed a proper policy for work life balance. Since Quality of work life has direct correlates with cost incurred on employees whether by inflow or outflow. When employees with knowledge leave a company, the consequences for the company go far beyond the substantial costs of recruiting and integrating replacements and there is a significant economic impact when an organisation loses any of its critical employees, especially given the knowledge that is lost with the employees' departure. Punia & Sharma (2008) viewed that the cost of replacing workers can be considerable, and the specific workplace acquired skills and knowledge people walk away with can take years to replace, therefore, quality of work life is essential component to retain the talent. Fatima & Sahibzada (2012) explored the determinants of work and life imbalance with respect to male and female university teachers and viewed that partner support, colleague support and job resources are positively associated with the work life balance whereas unfair criticism at job is negatively associated with work life balance. The variables, partner support, childcare responsibilities, elder dependency, and colleagues support have different effect when analyzed by male and female university teachers as independent variables.

Vandana Punia and Meenakshi Kamboj (2013) viewed that work life balance helps the faculty to be more productive in their job accomplishments with their personal commitments and family affairs. Yamuna (2014) highlighted that there is positive relationship between comfort ability at work place, managing work life balance, recognition at work place, stress at work place, support

from partner, compatibility with opposite gender, support from peer group and positive discrimination. In order to have a work life balance. Family and counterpart's support is very important for the working women. Dr. Nagaraju battu A. Ragasudha (2013) says that Work-life balance is an emerging phenomenon in the context of modern day organizations. The organizations have to pay increased attention on strengthening of human resource policies to augment its employees. Concentration on life over work or work over life will not yield anticipated return to both the employee and employer. In Service Sector, the women employees are enjoying enormous privileges and in return they have to pay by working day and night. This study is concluded with various factors affecting the work and life of the women employees in service sector; hence the organizations have to focus on conquering adverse work-life policies for the betterment of employee and organization as a whole. Susi.S (2014) highlighted that Managing both professional and personal life effectively and efficiently has become a major challenge for the ITES employees. Both men and women constitute an important section of the workforce. However, the present situation of a large number of well-qualified men and women who due to various circumstances have been left out of their jobs needs to be addressed. The problems faced are several but; significantly, most often the "break in their careers" arises out of motherhood and family responsibilities. From the study it was found that if ITES working professionals have low work-life balance then they will have low level life satisfaction, if the professionals have moderate work-life balance then they will have moderate life satisfaction and if the professionals have high work-life balance and hence they will realize high level of life satisfaction. ITES organizations need to make efforts to develop effective work-life balance programmes and encourage their working professionals to make use of the available programmes. ITES leaders should focus on developing, formulating and implementing, better work-life balance policies and programmes in order to build a sustainable and enriching organization. Achieving a good balance between work and family commitments is a growing concern for contemporary employees and organizations. The result of Work Life imbalance depends on 3 types of conflicts viz., time-based, stress-based and behaviour-based. The time-based conflict is about what one's limited time is mostly allocated for when individuals do not allocate the limited equally among the demanding group, a negative result occurs. Generally work takes up most of the time, thus leaving little time for family and other social aspects of life. On the other hand the stress-based conflict occurs when one of the roles of the individual at work or in the family causes stress on the individual and stress affects the other roles of the individual.

Important of work life balance :

Family work-life balance programs and practices can benefit an organization, while at the same time provide other indirect benefits to employees, work-life balance programs have reported benefits, such as:

- Attraction of new employees
- Retention of staff
- Increased diversity in skills and personnel
- Improved morale
- Reduction in sick time and absenteeism
- Enhanced working relationships between colleagues
- Improved initiative and teamwork of employees
- Increased levels of production and satisfaction, and
- Decreased stress and burn-out of both employees and managers.

The Importance of Family Friendly Policies in Today's World :

Family and work-life balance are affected by the following :

- Economic changes such as globalization, knowledge-based economy, deregulation and labour shortages.
- Emerging employment relationships such as part-time and casual workers, self-employed, and subcontracting staff.
- Social and institutional changes such as the deinstitutionalization of health care, increased demand on families, and the difficulties of caring for marginalized individuals, children, and the elderly.
- Family and demographic changes such as dual income and single parent families, the sandwich generation, and an aging workforce.
- Changing the organization of work by increasing workload, flexibility, multitasking, and tele-work.
- Changing the composition of the workforce and work structures, which results in greater work-related stress, due to increased workload, nonstandard hours and job insecurity.

Factors Affecting Work-Life Balance :

Work-life balance is the maintenance of a balance between responsibilities at work and at home. The importance of work-life balance highlights the current concern within society and organizations as the multiple roles assumed by them may affect the health and well-being of these and may ultimately reflect both in their families and in work efficiency. The vital problem of working women starts after the ringing of marriage bells. Problems of interacting work and family life are more severe for women especially with young women because women have traditionally been assumed to be available during the day to care for the children and to do household work. They want to learn the strategies of

combining the two areas of life, and moreover aspire to see the effects of job career on their children and marriage life.

Indian women attach the greatest importance to work-life balance than women in any other country, according to a recent survey. Work and family interdependence is important because these are two areas of life that make the largest contribution to life satisfaction. These are the two areas of life that take up most of people's time. However role strain experienced because of multiple roles, i.e., role conflict and role overload.

The concept of work life imbalance and eventually role conflict of employed women, has gathered attention in the recent times. These conflicts are intensified by the "cultural contradictions of motherhood", as women are increasingly encouraged to seek self-fulfilment in demanding careers; they also face intensified pressures to sacrifice themselves for their children by providing "intensive parenting", highly involved childrearing and development.

Thus factors affecting work-life balance can be marital status, number of dependents, childcare, loading working hours, requirement of flexibility and additional working hours.

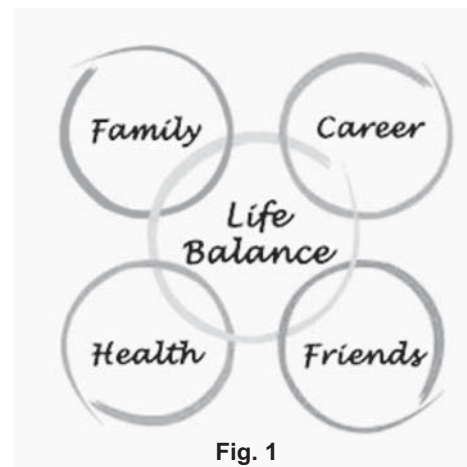


Fig. 1

Women in Teaching :

Teaching is a holy profession and anyone related to this field is respectful and honorable because they play a vital role in developing a person's life. The role of women in teaching profession is not less important than the male teachers; instead it is observed that a woman can be a best teacher due to the God gifted qualities of motherly nature.

Following personal characteristics of females make them perfect for teaching profession :

- Females are good in academics as compared to males, whereas males are more towards technical side i.e. practical rather than theory.

- They can handle kids easily, due to their motherly nature.
- Females are more convincing and have good communication skills.
- Females are comparatively more responsible than males, and teaching, being a profession of character building, requires responsible people.
- Students perceive female teachers as soft and kind in nature as compared to male teachers thus they feel free to talk to female teachers.
- Teaching is best suitable for a woman's life due to the fact that females have other family commitments and engagements.
- Due to several reasons females require career breaks and teaching profession allows it thus making it best fit.
- Social prestige associated with teaching is what makes this a best profession for females.

Objectives of The Study

1. To study the demographic profile of women employees working in teaching profession.
2. To find out the factors affecting work life balance of women employees.
3. To find out the effects of work-family conflict on the career progression of female lecturers.

Research Methodology

Research Design used by the researcher is descriptive in nature which studies about the characteristics of a particular Individual or a group. The Researcher has selected 50 women faculties by using purposive sampling.

Data Collection

The primary data is collected by direct survey on the women faculties who are affected by the work life. This has been done through the questionnaire method. The researcher has collected secondary data from newspapers, books, magazines, journals and websites.

Limitation of the Study

1. The study examines the level of work life balance on the basic of opinions collected from women faculties working colleges in Thiruchirapalli city.
2. As the survey is conducted at the work place of women faculties. Some of the respondents were hesitant to give correct information.

Analysis and interpretation :

This study is conducted to investigate into work-life balance practices and how it affects female lecturers.

Table - 1 : The Grouping of Respondents on the basis of Age

Groups	Respondents
20-30 years	14
30-40 years	17
40-50 years	10
Above 50 years	9
Total	50

Table - 2 : The Grouping of Respondents on the basis of Monthly Salary:-

Groups	Respondents
Upto Rs. 10,000	8
Rs. 10,000-20,000	20
Rs. 20,000-30,000	10
Rs. 30,000-40,000	7
Above Rs.40,000	5
Total	50

Table - 3 : The Grouping of Respondents on the basis of Family Status

Groups	Respondents
Married without any child	5
Married with 1 child	25
Married with 2 or more children	20
Total	50

Table - 4 : Factors affecting work life balance of the Respondents

Factors	Respondents
Hours of work	17
Over time	8
Need to work on holiday	7
Work from home after office hours	7
Traveling away from home	10
Total	50

Family-life will negatively relate to the career progression of female lecturers :

The study investigated how family-life relates to career progression of female lecturers. Out total of 50 female lecturers in the sample, 23 respondents said that family-life had a negative effect on their career progression. 10 respondents agree with that family-life had a negative

effect on their career progression. 17 respondents were neutral with that family-life had a negative effect on their career progression. Unfortunately, there was no follow-up question on the extent of the effect of family-life on the career progression of female lecturers.

Child bearing and child care negatively conflict with a female Lecturer's jobs progression :

39 of the respondents said that child bearing and child care negatively conflict with a female lecturer job. Majority of respondents said that family-life affected their ability to pursue further studies and where lack of qualification has been identify as a major factor preventing lecturers from been promoted, it can be concluded that the inability of female lecturers to pursue further studies due to family-life will have serious implications on their career progression.

Conclusion :

Women constitute an important section of the workforce. From the above discussion, it is reasonable to conclude that modern organizations, especially educational institutions, should address the Work Life Balance related issues among their staff, specifically women & take a holistic approach to design and implement policies to support the teaching staff to manage their work/life balance which would add to the performance of these

staff members. Achieving a good balance between work and family commitments is a growing concern for contemporary employees and organizations.

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AN OPINION STUDY ON HUMAN RESOURCE DEVELOPMENT AT OERLIKON BALZERS COATING INDIA LTD, CHENNAI

D.Susai Thana Pandiyan ¹

Abstract

Human resource development is a management function that helps manager to recruit, select, train and develop organization; it can be viewed as sum of knowledge, skill, attitude, commitment, value and the like of the people of an organization. Dynamic and growth oriented organization do require HRD to succeed in a first changing environment. Organization flourish only through the effort and competencies of their human resources. Personnel policies of the organization do provide the morale and motivation of employees high, but these efforts are not enough to make the organization dynamic and take it in new direction. Employee capabilities and performance should be sharpened, and used.

Introduction

The personnel management "is the process of recruitment, selection, development, utilization of accommodation to human resources by organization. The human resource of an organization consists of all individuals regardless of their role, who are engaged in any of the organization activities. It is phase of management, which deals with the effective control, and use of manpower as distinguished from other sources of power.

The personnel system is a continuous system, which is ever ending, and once the output is received then another input is being fed get the result. Performance is a function of the three critical elements namely Ability, Motivation and Opportunity to perform. $Performance = A * M * O$.

Statement of the Problem

Human Resources Development is the framework that focuses on the organizations competencies of the first stage. Training and then developing the employee, through education, to satisfy the organizations long – term needs and the individuals career goals and employee value to their present and future employers.

Human resources by attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise. Human Resource Development from a business perspective is not entirely focused on the individual's growth and development.

Objectives of the Study

- To develop creative abilities & Talents.
- To develop the potentialities of people for the next level job.
- To ensure smooth and efficient working of the organization.
- To enhance organization capabilities.

Importance of the Study

This study is attempt to various custom software development which include Web designing, computer graphics, editing software's, creator software custom development about the services. This study is expected to give details about the value of Human resources and establishing technology competence through development.

Research Design

The research design is the blue print of the entire research. The descriptive research design used in this study.

Sources of Data

The data was collected from primary and secondary data.

Primary Data

Primary sources are original source from which the researcher directly collected the data. The tool used for collecting the primary data is set prepared questionnaire.

Secondary Data

The researcher collected the secondary data from various text books, magazines, journals, internet and periodicals.

Universe of the study

The universe for this study consisted of the total workforce of Oerlikon Balzers Coating India Ltd, Chennai. The whole population is 700 members.

Sample sizem

The researcher used simple random sampling techniques i.e., table method and selected 200 samples from the universe

Scope of Human Resource Development

Human Resource Development deals with development of human resource for efficient utilization of these resources in order to achieve the individual group & organization goals.

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Recruiting the employees with in the dimensions and possibilities to developing human resource. Train all the employees in acquiring new technical skills & knowledge. Develop the employee in knowledge and capacity. Planning for employee carrier and introducing developmental programs. Planning for succession & develop the employees. Changing the employee behavior through organizational Development.

Limitation of The Study

1. Respondent's bias if any may affect the accuracy of the result to some extent.
2. The duration of the study was limited to Two months.
3. The findings of the study are applicable to Oerlikon balzers and hence it cannot be generalized.
4. The sample taken for the study was only 200 and the results drawn may not be accurate since it does not represent the universe.

Review of Literature

In spite of evident strides in civil rights, vertical diversity, the devaluing of persons who differ from an accepted norm or prototype, continues in American society and its organizations. Although hostile discrimination is no longer openly visible in many work setting, a new form of prejudice has emerged throughout the past two decades.

According to James (2000), the mechanisms that underlie discrimination differ depending on the unit of analysis: individual, group or organization. At he individual level prejudice can operate through stereotypes. Rapheal (2002), described how a "virtual social identity" is developed when assumed negative group characteristics are assigned to an individual.

According to social identity theory (Tajfer & Turner, 1986), identity is constructed not only from personal characteristics but also from group membership. Category theory extends social identity theory by categorizing the self and others into identity in – groups and out – groups (Hogg & Terry, 2000; Turner1987). At the group level James (2000) described how exclusion of "social closure" creates an organizational environment of discrimination.

Company Profile

As a leader in the auto parts sector in Korea, MOBIS will take the next jump to reach the goal of becoming a 'Global Top 5'. From its beginning under the name of Hyundai Precision Industry in 1977, MOBIS went on to become the world's top container producer. After turning its focus to the automobile sector, in the 1990s MOBIS produced recreational vehicles like the Galloper and Santamo to create the "Galloper Legend". Going through the financial crisis in the late 1990s, MOBIS redesigned itself as an auto parts specialist. Hyundai precision started to produce and supply chassis modules for Hyundai Motor and took the after – sales service parts businesses from both Hyundai and Kia motors in late 1999, and the company was renamed as MOBIS, kicking off the new millennium. 2000 was the year that MOBIS not only changed its name, but also became the biggest automotive parts company in charge of after – sales service parts distribution, auto parts export and module manufacturing. Against this backdrop, another adventure is awaiting MOBIS, as the company merged with Hyundai Autonet in 2009. The future technologies for automobiles need a systematic integration of both mechanical and electronic parts and MOBIS is now prepared to take on the future. As a leader in the auto parts sector in Korea, MOBIS will take the next jump to reach the goal of becoming a 'Global Top'.

Data Analysis And Interpretation

Table - 1 : Distribution of Respondents By Their Promotional Opportunities

S. No	Opinion	No. of Respondents	%
1	Agree	152	76
2	Disagree	20	10
3	Not sure	28	14
Total		200	100

- Majority of the respondents (76%) are agree with promotion opportunity in their company.

Table - 2 : Distribution of Respondents By Their Better Ways They Encouraged In The Organization

S. No	Opinion	No. of Respondents	%
1	Almost never	20	10
2	Rarely	100	50
3	Sometimes	32	16
4	Usually	28	14
5	Almost always	20	10
Total		200	100

- 54% of the respondents are said that they are most of the people to develop their skills

Table - 4 : Distribution Of Respondents By Their Facilities And Opportunities For Individual Creative Work In The Organization

S. No	Opinion	No. of Respondents	%
1	Not at all	32	16
2	To a very little extent	96	48
3	To some extent	32	16
4	To a considerable extent	20	10
5	To a very great extent	20	10
Total		200	100

- 48% of the respondents opined that their facilities and opportunities for individual creative work in the organization is to be very little extent.

Table - 5 : Distribution of Respondents In According Employees Work With A Team Spirit

S. No	Opinion	No. of Respondents	%
1	Strongly agree	68	34
2	Agree	96	48
3	Neither agree nor disagree	24	12
4	Strongly disagree	12	6
Total		200	100

- From the above table shows that (48%) of the respondents are agree that employees work with a team spirit.

Suggestions

A study has brought to light, the level of human resource is development will enhance if the following suggestions are adopted by the concern.

- A study human resource can be provided for the development. So that it deals them to get in depth details about the topics
- The workload of employees can be reduced. So that they can show interest in development and this helps to perform their job efficiently

- The management can be brought to give opportunities to the employees. So that they can get new experience and they can evaluate their ideas
- Awareness about the purpose of the decisions can be made among the employees. It helps them to concentrate on the development programme.
- More opportunities to develop to do their jobs
- In relation to recognition, appreciation, awards, management should allot work for the employees according to their ability and skill
- The decisions to solve their problems without checking them with their superiors at each stage of the work
- The management should get the feedback from the employees about the development programme

Conclusion

Human resource is the act of increase the management level and goodwill of an society. The development programme helps to reduce the time and cost involving is learning it also helps to improve the level of human resource development.

The present study has been conducted among the management of Oerlikon balzers in order to find out the development programme of the employees. The level of human resource is relatively high in the organizational development.

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MARKET ANALYSIS AND MARKET POTENTIALS: A CASE STUDY OF KORES INDIA LTD., BANGALORE

Dr. Rupla Naik¹

Introduction

A **market analysis** studies the attractiveness and the dynamics of a special market within a special industry. Through all of these analyses the strengths, weaknesses, opportunities and threats (SWOT) of a company can be identified. Finally, with the help of a SWOT analysis, adequate business strategies of a company will be defined.

The study has made to enhance sales area and make known of the Kores color pencils and sketch pens in market and market potential and analysis of major competitors in the stationery industry especially in color pencils and sketch pens and also in retail segments.

The focusing areas of the study were as follows:-

- A detailed study, consisting of product variety, corporate sales etc. of KORES INDIA STATIONERY PRODUCTS.
- An observational study of stationery product and market share of KORES INDIA STATIONERY PRODUCTS.
- A detail understanding of all the competitive brands of KORES STATIONERY products
- Assessing the brand awareness of stationery (SMSEs) segments (SMALL AND MEDIUM ENTERPRISEs) of KORES STATIONERY products
- Finding out the bias on which, retailers, stationery shop, and kindergartens prefer buying in color pencils and sketch pens.

It is mainly done to support sales promotions for KORES sketch pens and color pens. It was carried out in Bengaluru city. The place is heavily competitive but most of the people are not familiar of KORES sketch pens and color pencils.

The work was to emphasize on those work which can spread information very fast. So it was only stationery focus on color pencils and sketch pens. The store keepers and retailers who work as crucial announcements and eye catching print ads in whole distribution by making known through posters with attractive designs for it.

The work was to handle convincing them going personally. According to survey time was given to those places where penetration is more.

The researcher wants to know how effective the advertisements is on his listeners, where the strategy falls short, and where it can improve. Ultimately, it can be said that most of the important task of advertising or market research is to increase the sales of the product. This requires a well-developed marketing plan, a good know-how of the prospective consumers, and most of all an effective and rational research methodology.

Initially, a report is made on a detailed study, comprising the product variety of the color pencils and sketch pens, the aspects of corporate sale of color pencils and sketch pens. The product of color pencils and sketch pens is necessarily to be understood before moving into the market so that one could highlight the plus points of the color pencils and sketch pens over the competitors

The study is done through surveying the different retail store, stationery store, and also in some kindergartens located in Bengaluru and nearby. The study is tabulated, analyzed, interpreted, and the final result is extracted.

Need For the Study:

Due to unawareness of Kores and decline in sales of Kores color pencils and sketch pens section the market share is less compared to the Kores expectation. The major drawback with their product was promotion and it was not able to reach prospect customers.

Objectives of the Study:

The purposes or objectives of the study are listed below

- To do a comparative analysis of Kores color pencils and sketch pens with other market players in Bangalore.
- To know all competitive brands of Kores India stationery.
- To assess the brand awareness of the Kores India stationery products.
- To find out on which basis, retailers and stationery store keeper prefer in buying the stationery items

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Scope of the Study

This project will help the company to find out loopholes in the market and it will try to give more information about the market situation to the company. The company can use the information and try to build a solid strategy to overcome its weakness in the market and can try to increase its market potentials by devising new plans for their growth. It can also try to extend its product line by adding new products to its list which may have good demand in future.

Methodology Adopted

The success of any event heavily depends upon the way chosen for its execution. This includes ensures of some basic question to specific focus on constraints as well. In other words they can call the methodology as backbone of any research. It also include research or study method. Thus when they talk of methodology they not only talk methods but also consider the logic behind the methods they use in the context of their study objective and explains way use are using them so that study results are capable of being evaluated logically

Research Design

The Exploratory research is used as the study includes surveys and fact finding enquiries related to stationery industry. The major purpose of exploratory research is to know the state of affairs as it exists at present.

Research Approach

In this case, a questionnaire was prepared and general survey was conducted to gain knowledge about the market, commonly known as the pilot survey was and undertaken where particularly information was gathered with respect to the brands, people or consumers perception so that it serves as a foundation to prepare authentic information that helps in deciding other methods to

Sampling Technique

Non Probability technique best fits such research types where the respondents' opinion are to be unbiased and original. Non probability sampling helps get the non-repetitive opinions of the respondents regarding likes and dislikes.

Sample unit and size- Retailers, Stationery shops, Kindergartens and size limit to 50

Respondents – Stationery shops, Retail shops, Primary schools, Kindergarten

Data Collection Method

The data is collected from two source namely primary and secondary data.

- Primary data: - The primary data is collected through questionnaires from respondents to carry out the surveys.
- Secondary data:- The secondary data was gathered from different text books, Company profile, Internet.

Review Of Literature

Michael E. Porter outlined in his classic book "COMPETITIVE STRATEGY": Techniques for analyzing Industries and Competitors, the result of these measurements can be plotted on a quadrant diagram. The horizontal side of the matrix represents the firms competitive position and the vertical side represents the growth rate and attractiveness of the industry, both ranging from weak to strong.

Urban, Glen L., and Steve H. Star.: Advanced Marketing Strategy in 1991 defines Market share refers to the percentage of the overall volume of business in a given market that is controlled by one company in relation to its competitors.

Robert E Stevens, Philip Kotler, Paul Dunn. In book MARKET ANALYSIS publisher Haworth plus 2003 assessing your business opportunity has abstracted.

RAMA BIJAPURKAR, In his book "WINNING THE INDIAN MARKET"- Understanding the Transformation of consumer in India published by Johan Wiley and sons in 2007 has described about the Indian market strategy and recent development in new innovative products and technologies have changed the Indian trading scenario in international trading practice.

Showing the Growth of Stationery Industry in India

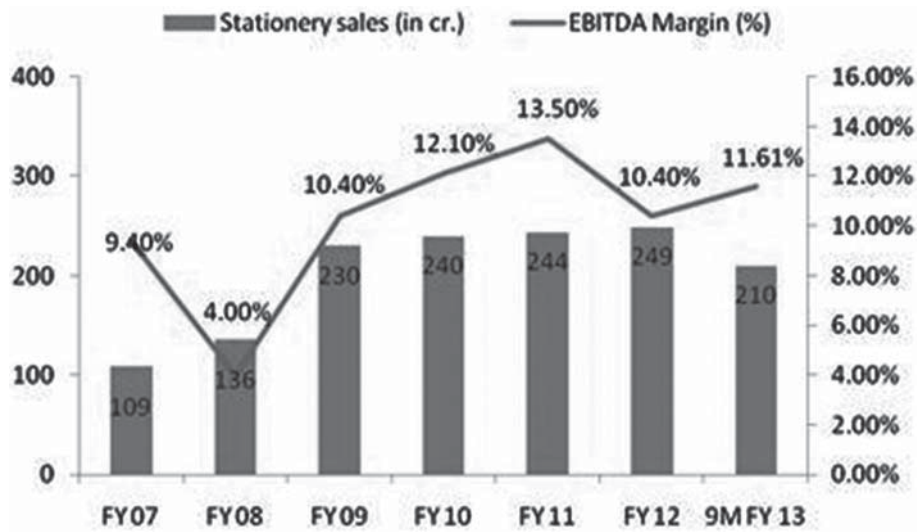


Fig. 1

In the international arena India is providing more scope for development and trends; However with excellent quality, the Indian products are very much in demand. The Indian Small medium Enterprises associated with stationery market has witnessed tremendous dynamic changes. In the last decade Indian market has increased varieties to be exported in markets and has produced big market percentage.

With seasonal export market which stays from April-June major importing countries like U.S.A, Australia, Canada, major African countries and middle eastern the one which accept Indian design and style comfortably.

With extreme precautions, and good quality products offered and new marketing strategies are followed, the government has also come out with various incentives for Small Medium Enterprise.

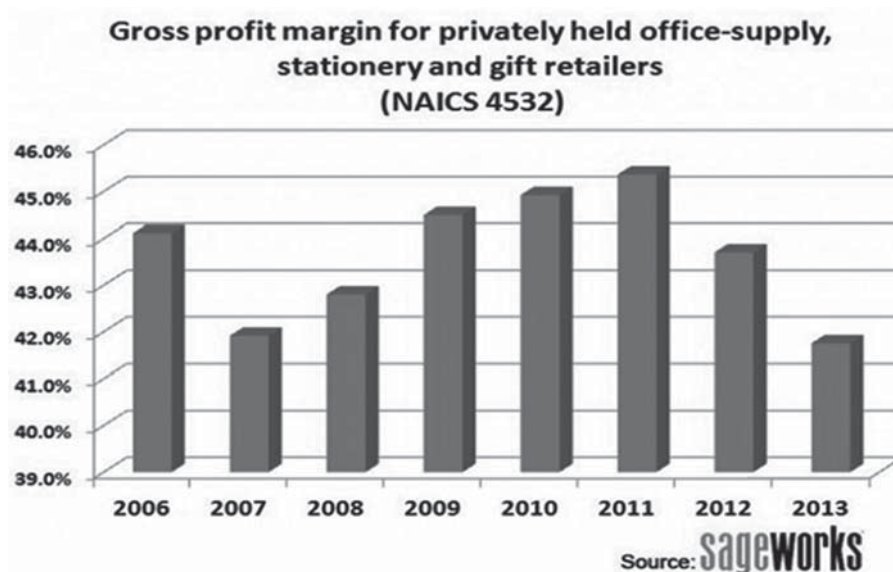


Fig. 2

Showing the Gross Profit Margin in Stationery Industry

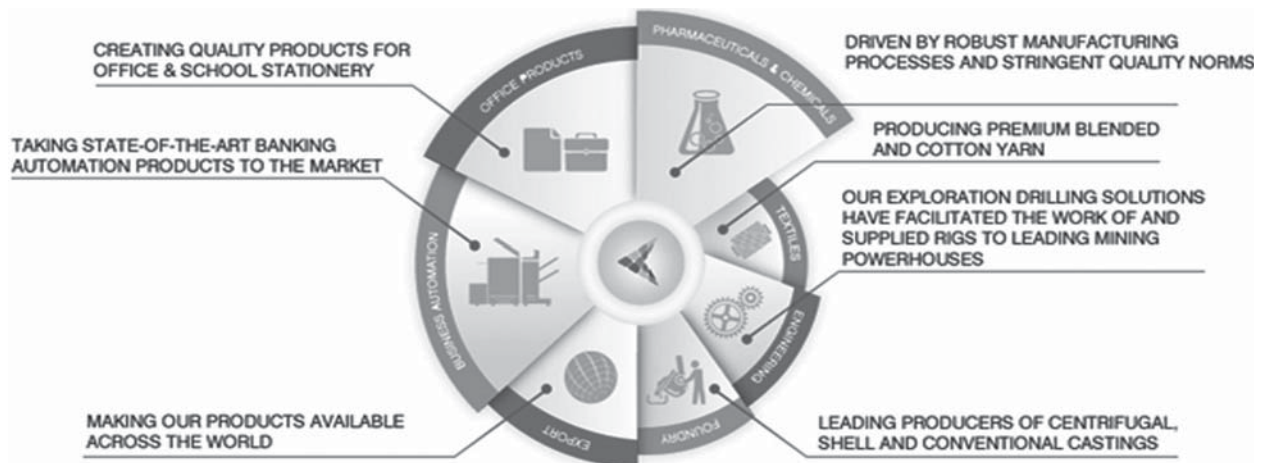


Fig. 3

Kores is an eminent organization engaged in trading and supplying a broad assortment of Stationery Items. Our comprehensive assortment encompasses Paper Products, Inks, Ribbons, Correction Accessories, Tapes & Adhesives and Markers. Apart from this, we also offer Highlighters, Staplers & Pins, Punches, Digital Electronic Safe, Note Counters and General Stationery. Obtained from the reliable vendors of the market, these products are well-known for their features like excellent designs, premium finish and attractive packaging. Additionally, we are also involved in rendering a wide plethora of Presentation Accessories such as OHP Projectors and Voice Amplifier to the clients. Customization for our Stationery Items are also provided according to the choices and preferences of our clients.

Findings

It is a male dominated market where males are the majority of the people operating in the market. The business has more number of experienced people who have very good knowledge about the business and most of them are adults and middle aged.

1. The business has a good income to the retailers and stationery stores and other party involved in the business
2. Most of the people in this sector are well educated but have done basics of education.
3. This industry has very less number of young entrepreneurs
4. The market is dominated by Faber castle and Camlin and Kores products are yet to get a good sales compared to their competitors.
5. Kores products has very good response in the market which shows that it is doing well in the market.

6. The marketing team of Kores is doing good job in delivering the products on time.
7. Kores products are considered as good quality products in the market
8. The profit margin of Kores products is need to be modified as majority of people in the market that they are still using old scheme.
9. Faber castle is the product in the market which is giving a good amount of profit margin to the dealers.
10. Service provided by the Kores India is satisfactory and dealers are happy about it.
11. Majority of stationery stores in the market has Kores products
12. Competitors have a good sense of looking on to the dealers than Kores India on various parameters.
13. The dealers are satisfied with the margin given by the company but it can still be increased.
14. Faber castle and Camlin are the market leaders in stationery sector are the major competitor to Kores India.

Conclusion

There is a huge competition in the market in this field land companies need to spend money on sales promotion to attract more and more customers and retailers. Kores India has modified packing of color pencils so now retailers as well as consumers are giving more response than it was earlier. Kores India has a good supply chain and availability of staff and team.

Profit margins of the retailers by selling Kores stationery color pencils is more than other brand of the color pencils company in the market. Kores should give new offers to the dealers as well as retailers so that they would ready

to keep stock of Kores stationery products. The company service and quality is accepted by the retailers, stationery stores and they hope we still increase the MRP of the product so that they can have a good margins than our competitor. If more promotion and advertising is done Kores India can overcome from the major hurdles from the competitors.

Recommendations and Suggestions

On the basis of this study, the following suggestions have been made to make the Future option more effective:-

- Packaging must be improved by adding more eye catching cartoons and effective funny colors in the package.
- Intense marketing and promotion schemes and advertising are required for customer awareness to show its mere presence in the market in stationery segment
- After sale service should be improvised.
- Regular visit should be maintained for proper supply.
- More schemes should be launched by the company and organization
- Sales promotion tools such as pens, notepads, stickers or labels, exam pads should be given to the retailers and stationery stores.
- The company should invest in promoting the brand name to make it WORD OF MOUTH, which ultimately helps in Brand management

- Salesman should wish the retailers as they visit the outlets for supply in order to maintain good customer relations
- Regular checks should be made to see that sales man introduces the schemes regularly, properly and on time to the retailers, which are introduced by the company.
- The retailers which purchase same quantity should be given same scheme in order to remove biasness.
- Should not depend much on distributors as they may fail to introduce schemes, doesn't provide proper service and supply.

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