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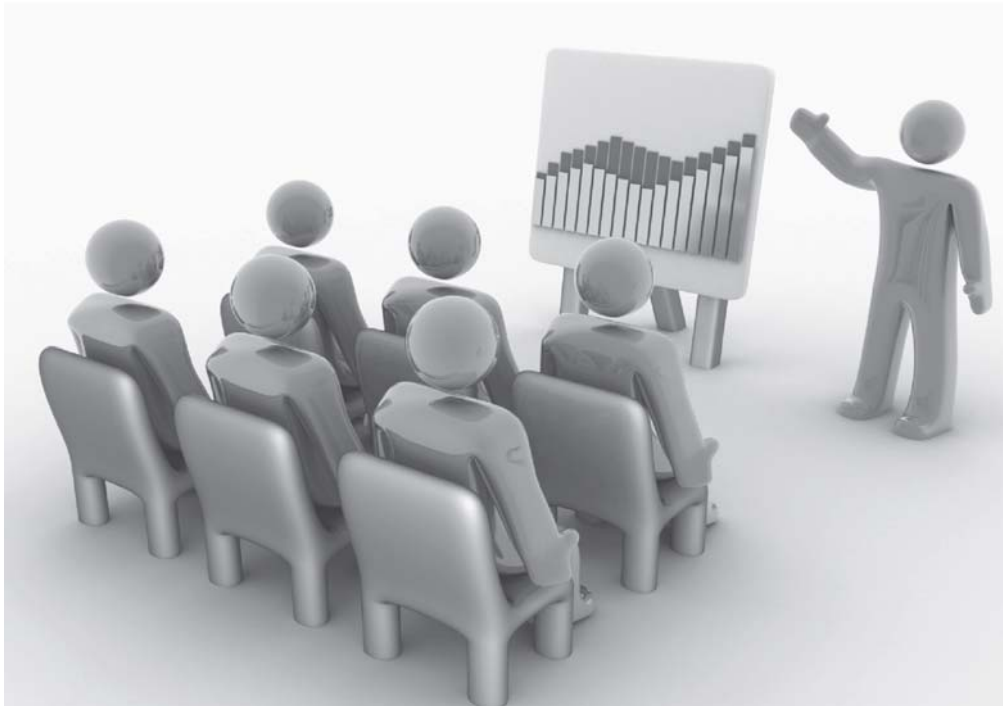
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Dear All

Greetings to one and all.....

Dear Reader it is a matter of great satisfaction and pride to place the third issue of **PRIMAX** International Journal of Commerce and Management Research.

The recent annual survey of education report (ASER) reflected that the standard of education at all levels declining faster in our county. Management programmes are not exception. As there is mismatch between present standard and required standard industrialist are jittery to gainfully employed the new breeds.

Since the changing dynamics of the business environment is moving at faster pace industrialist aspire for faster results hence they are locating for people who are passionate hardworking and committed to deliver the results.

I personally feel a good innovative inspiring article of you is not just a service; it is a philosophy and I committed to uphold this.

I bank on your innovative path breaking articles which sets new standards in management or discipline of your specialty. This definitely will equip the present and future generations to face the reality of business climate of globalization.

Through this, space I wish to reiterate '**let us strive for successes to explore new horizons and keep up our head high**'.

"The future is not something we wait; it is something we should create. The pure taste of success can only be felt with a spoon of failure".

I wish all of our readers and stake holders a **HAPPY NEW YEAR.**

With Regards



Prof. T.Rajeswari., M.Sc.,M.A(Eng.),M.B.A.,M.A (Soc)
Managing Editor- PIJCMR.

"The secret of life is not enjoyment, but education through experience". And Experience is the only source of knowledge.

--Swami Vivekananda

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A STUDY ON WOMEN STUDENTS PERCEPTION TOWARDS ATM SERVICES IN CHENNAI CITY

Dr. S. John Gabriel¹

S. Aiswarya²

ABSTRACT

Many students are adapting to convenience of Automated Teller Machine (ATM) facility for their banking purpose. The paper tries to explore the perception of women college students in particular about ATM services in Chennai. One of the objectives is to know the extent of use of ATM among women students. The study focused exclusively on women pursuing under graduation, post graduation, and professional courses. Primary data was collected through structured questionnaire which was distributed to 180 women students in Chennai of which 167 was found valid. Women students are adopting ATMs at large if more features are added it will facilitate growth of adoption of technology and result in reduced cash based transactions among them.

KEY WORDS: ATMs, Women, Students, Technology, Services

INTRODUCTION

Banking sector in India has undergone tremendous changes over the years. Banks are coming up with technology based services to their customers. When technology based services are used by customers at large it results in reduced cost. There has been wide adoption of banking technology by customers. Automated Teller Machine (ATM) has become a part of basic technology based service rendered and adopted by majority of customers. This facility has redefined the way of banking and increased the convenience to customers. The use of ATM from a state of luxury has become a basic need for banking customers. There is a wide range of facility offered through ATMs but there are predominantly used for cash withdrawals and balance check. Women have always proved to be catalyst for change in all aspects this paper aims to know the perception of women students with regard to banking technology in particular ATM services. These ATMs have replaced the timed banking hours by providing customers access to their bank accounts whenever they need.

REVIEW OF LITERATURE

Shamsher Singh and Manmohan Rahul (2010) in their paper have discussed about the adoption of ATM services as CRM practices in Indian banks. ATM services are spread across the country but mainly used in cities and few private banks use it as CRM tool. Customer attitude towards use of ATM services of both public and private sector banks were the same irrespective of their educational qualification. They have suggested that banks should ensure few factors such

as cash availability, cheque drop box and their clearances. Public sector banks should have more number of ATMs in feasible locations which would enhance the convenience of customers.

Buveneswari P (2011) branch-less banking helps to attain banking for all. ATMs have improved the quality of service provided to customers. Compared to the use of ATMs, Internet banking is not that commonly used. Banks are widening their services with the help of technology. Even where banking services have reached the unbanked there is a need for awareness campaigns, which will help to maintain these services offered.

Lokesh Sharma, Parul D. Agarwal and Nikhilesh C. Sharma (2011) in their paper have discussed the steps taken by banks to develop the economic aspect in rural sector in India. They have explained with facts and figures the vital role played by banks in development of the rural economy. They have suggested that information technology playing a visible role in banking sector should also be implemented in rural areas will be of use to many people. In specific implementation of biometrics ATMs in these areas would prove difference from use of cash to technology. By technology such as e-banking the benefits as a whole provided by government to general public can reach them eliminating middlemen.

Krishnakumar. K and Selvam. V (2011) in their paper found that the rapid growth in use of ATMs. The banks should proactively monitor customers' preferences with regard to use of this delivery channel for effective response. Bank should focus on important aspects of security and privacy as well as efficient operation of

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ATMs. Banks should also augment and diversify their offerings through ATM and use this medium to build a strong and sustained relationship with customers.

Sugunalakshmi. P (2012) concentrated on inclusion through ATMs. Banks constantly keep evolving and improving to come up with innovative technology backed services. One such technological innovation is the E-banking. Customers are keen on adopting E-banking since it is cost effective. Installing Biometric ATMs in rural areas will help the customers immensely as they will have easy access to their accounts. This will also be instrumental in curbing fraudulent activities. The initiative taken by banks to deploy ATM machines on a large scale in rural areas will help increase the number of potential customers in future.

OBJECTIVES

- To know the extent of use of ATM among women students.
- To suggest measures to improve the usage among them.

RATIONALE OF THE STUDY

The review of literature reveals that there have been researches conducted on ATM services. Shamsher Singh et al in their paper have discussed about how ATM services act as customer relationship marketing tool in banks. ATM has improved the quality of service in banks Buvanewari P. Sugunalakshmi. P has researched on ATM being used as tool for financial inclusion. This paper tries to know the reach of banking technology in particular ATM services among students as they being the important source of change agent in a country like India. The paper tries to explore the perception of women students in particular about ATM services in Chennai.

RESEARCH METHODOLOGY

It is a scientific and systematic study by identifying a research problem, formulating hypothesis, collecting information and analyzing them. Research design and methodology adopted for the study deals with the terms and concepts used in the study. Careful consideration has been given for the selection of the appropriate tools, collection of data and analysis of data. Hypotheses have been stated for empirical validation.

This study focused exclusively on women students who are users of ATMs. Questionnaires were distributed to 180 women students of different colleges in Chennai through random sampling of which 167 questioners were valid and used for the study. Data were entered into the Statistical Package for the Social Sciences (SPSS) version 17.0 for analysis.

STATISTICAL TECHNIQUES AND ANALYSIS

The following statistical techniques were used for analyzing the data.

1. Descriptive statistics – Frequency, Means, Standard Deviation and Percentages.
2. Analysis of Variance (ANOVA)
3. Chi-Square Test
4. Factor Analysis
5. Reliability Analysis
(Table No :1)

Inference

The above table shows the reliability for twenty five items is 0.793 where as if two items such as introduction of cash deposits, national banks should match services offered by other banks is deleted the Cronbach's Alpha value will increase by 0.002 which is negligible. This indicates that the reliability for all items is higher, if any other item deleted will reduce the Cronbach's Alpha value.

(Table No :2)

Inference

From the above table it can be noted that majority of the respondents belong to public sector banks. Majority 55.1 % of the respondents agrees that the ATMs are user friendly.

Null Hypothesis: There is no association between type of bank and user friendly ATMs.

Since p value (.787) is more than 0.05, which means the null hypothesis is accepted. There is no association between type of bank and user friendly ATMs.

(Table No : 3)

Inference

From the above table it can be noted that majority of the respondents do not work on part time basis. Majority of the respondents do agree that they have convenient ATMs locations.

Null Hypothesis: There is no association between being a part time worker and convenient ATM locations.

Since p value (.025) is less than 0.05, reject null hypothesis at 5% significant level and alternative hypothesis is accepted i.e. there is association between being a part time worker and convenient ATM locations.

(Table No : 4)

Inference

From the above table it can be noted that ATMs are used by majority of respondents for the purpose of cash withdrawal.

Null Hypothesis: There is no association between annual income of respondents and cash withdrawal.

Since p value (.005) is less than 0.05, null hypothesis is rejected at 5% significant level and alternative hypothesis is accepted i.e. there is association between annual income of respondents and cash withdrawal. (Table No : 5)

ANALYSIS AND DISCUSSIONS

Table No. 1 Indicating Cronbach's Alpha as reliability tool to validate the data

ITEMS	Cronbach's Alpha if item Deleted
Cash withdrawal	.789
Balance check	.789
Mini statement	.777
View transactions	.787
Fund transfer	.784
Secured carrying ATM card than having cash	.790
User friendly	.793
Convenient places	.788
Ease of replacing lost cards	.786
Use of other banks ATM	.788
Non-operational ATM	.780
Receipt not issued	.775
Lack of Cash	.783
Less number of ATMS	.780
Account debited but cash not dispensed	.779
Transaction takes too much time	.780
Lack of security at ATM points	.784
Card gets trapped and takes time to recover	.784
Loss of ATM card creates anxiety	.789
ATM charges are often part of hidden charges in banks	.785
Introduction of cash deposits	.795
National banks should match services offered by other banks	.795
Fee charged when cards used in other banks should be reduced	.786
Procedures for obtaining ATM cards should be reduced	.789
More advanced services should be introduced	.793

Cronbach's Alpha for the above 25 items is .793: Source: Computed Data

Table No. 2 Indicating chi-square test for user friendly ATMs and type of bank.

Type of bank	User friendly					Total
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Public	1	2	16	66	39	124
Private	1	1	4	26	11	43
Total	2	3	20	92	50	167
Chi-square value	1.722					
p value	0.787					
*Significance at 5% Level Source: Computed Data						

Inference

The mean value (4.33) is high with regard to the respondents who use ATM for more than three years.

Null Hypothesis: There is no significant difference between ATMs being user friendly and duration of use of ATMs.

Since the p value (.001) is less than .05 so null hypothesis is rejected, hence there is significant difference between ATMs being user friendly and duration of use of ATMs.

Factor Analysis being used to reduce the variable to Predominant Factors

Factor analysis by applying principal component method is used to group the 15 variables to form predominant factors.

(Table No : 6)

Table No. 3 Indicating chi-square test for convenient ATM location and Work.

Part time worker	Convenient ATM location					Total
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Yes	1	0	15	12	15	43
No	0	10	26	53	35	124
Total	1	10	41	65	50	167
Chi-square value	11.148					
p value	.025*					
*Significance at 5% Level Source: Computed Data						

Table No. 4 Indicating chi-square test for Annual family income and cash withdrawal

Annual family income	Cash withdrawal					Total
	Never	Rarely	To some extent	To a large extent	To a large very extent	
Less than 250,000	0	11	19	19	7	56
250,000-400,000	0	3	14	17	28	62
400,001-600,000	1	1	4	6	8	20
600,001-800,000	0	1	2	6	7	16
800,001 and above	0	0	2	3	8	13
Total	1	16	41	51	58	167
Chi-square value	34.292					
p value	.005*					
*Significance at 5% Level Source: Computed Data						

Table No. 5 Indicating ANOVA for ATMs are user friendly and duration of use of ATMs

Variables	Mean	S.D	f value	p value
Less than 6 months	4.32	.521	5.194	.001*
6 months to less than 1 year	3.88	.769		
1 year to less than 2 years	4.12	.653		
2 years to less than 3 years	3.36	1.433		
More than 3 years	4.33	.711		
Total	4.11	.769		
*Significance at 5% Level Source: Computed Data				

Table No. 6 Indicating KMO and Bartlett's Test for factors of ATM

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		
Bartlett's Test of Sphericity	Approx. Chi-Square	559.422
	Df	105
	Sig.	.000

Source: Computed Data

From the table it can be noted that Kaiser-Meyer-Olkin measure of sampling adequacy is 0.715 and Bartlett's Test of Sphericity approximate Chi-Square value is 559.422 which are statistically significant at 5% level.

Table No. 7 Indicating communalities for factors of ATM

	Initial	Extraction
Secured carrying ATM card than having cash	1.000	.700
User friendly	1.000	.721
Convenient places	1.000	.447
Ease of replacing lost cards	1.000	.662
Use of other banks ATM	1.000	.490
Non-operational ATM	1.000	.502
Receipt not issued	1.000	.602
Lack of Cash	1.000	.386
Less number of ATMs	1.000	.563
Account debited but cash not dispensed	1.000	.429
Transaction takes too much time	1.000	.436
Lack of security at ATM points	1.000	.346
Trapped card gets time to recover	1.000	.618
Loss of ATM card creates anxiety	1.000	.628
ATM charges are often part of hidden charges in banks	1.000	.680
Extraction Method: Principal Component Analysis.: Source: Computed Data		

From the above table it is found that the fifteen variables exhibit the variance limitation from 0.346 to 0.721 which is 34.6% to 72.1%. Thus these variables can be reduced to predominant factors.

Table No. 8 Indicating Total Variance Explained for factors of ATM

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.552	23.678	23.678	2.953	19.687	19.687
2	2.155	14.369	38.047	1.799	11.995	31.682
3	1.298	8.657	46.704	1.753	11.685	43.367
4	1.204	8.028	54.732	1.705	11.365	54.732
5	.982	6.545	61.277			
6	.912	6.078	67.355			
7	.822	5.483	72.838			
8	.725	4.830	77.668			
9	.659	4.393	82.061			
10	.573	3.817	85.878			
11	.560	3.731	89.609			
12	.472	3.146	92.755			
13	.413	2.751	95.506			
14	.352	2.350	97.856			
15	.322	2.144	100.000			

Extraction Method: Principal Component Analysis. Source: Computed Data

From the above table it can be noted that the fifteen variables are reduced to four predominant factors with cumulative values in percentage of 19.687, 31.682, 43.367 and 54.732.

Table No. 9 Indicating Rotated Component Matrix for factors of ATM

	Component			
	1	2	3	4
Receipt not issued	.691			
Less number of ATMs	.648			
Account debited but cash not dispensed	.621			
Transaction takes too much time	.609			
Lack of Cash	.590			
Lack of security at ATM points	.565			
Trapped card gets time to recover	.563			
Non-operational ATMs	.475			
User friendly		.751		
Convenient places		.626		
Secured carrying ATM card than having cash		.577		
Ease of replacing lost cards			.425	
Use of other banks ATM			.493	
ATM charges are often part of hidden charges in banks				.544
Loss of ATM card creates anxiety				.585

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 6 iterations.

Source: Computed Data

From the above table it can be noted that 8 variables create to form the first factor which can suitably named as "Problems Faced". The second factor can be named as "Benefits Derived" consisting of 3 variables. The third factor is formed with 2 variables which can be named as "Comforts Enjoyed". The last factor can be named as "Emotional Perception" which consisting 2 variables. This reveals that factor analysis results in four predominant factors.

FINDINGS FROM THE STUDY

Demographic findings: Majority 74.3% of the respondents are customers of public sector bank. Majority 46.7% of respondents belong to the age group of 21-23 years followed by 25.1% of respondents in age group of 24-26 years. Majority 79% of respondents are unmarried. Majority 45.5% of respondents are pursuing post graduation followed by 40.7% respondents pursuing under graduation. Majority 74.3% of respondents do not work on part time basis. The duration of use of ATM facility for majority 30.5% of respondents being one year to less than two years.

Use of ATM services: Majority of the respondents use ATMs to a very large extent for cash withdrawal

purpose. Majority of the respondents use ATMs to a large extent for checking their balance and fund transfer. Majority of the respondents use ATMs to some extent to get mini statement of their accounts.

Satisfaction level on factors of ATM: Majority 53.3% of respondents strongly agree that they feel secured carrying ATM card than having cash. Majority 55.1% of respondents agree that their ATMs are user friendly. Majority 38.9% of respondents agree that ATMs are placed at convenient locations. Majority 43.7% of respondents agree that it is easy to replace the lost ATM cards. Majority 46.7% of respondents agree that they use other bank ATMs. Majority 34.1% of respondents are neutral with regard to non-operational ATMs. Majority 26.3% of respondents agree to that receipts are not been issued by their ATMs. Majority 29.9% of respondents are neutral with regard to lack of cash at ATM. Majority 27.1% of respondents agree that there are less number of ATMs. Majority 29.3% of respondents agree that account is been debited without cash being dispensed. 25.7% of respondents disagree that transaction take too much time. Majority 34.1% of respondents agree that there is lack of adequate

security at ATM locations. 32.3% of respondents agree that it takes time to recover the card when it gets trapped in ATM. Majority 33.5% of respondents agree that loss of ATM card creates anxiety in them. 30.5% of respondents agree that there are hidden charges with regard to ATM.

Ranking for the use of ATM: Curiosity is been ranked first with a mean value of 3.83 followed by prestige with a mean value of 3.74. Third stands efficiency with mean value of 3.27 followed by it is easy to maintain banking transaction with a mean value of 3.20. Convenience stands at the fifth position with mean value of 2.97 followed by safety and security at the last with a mean value of 2.85.

SUGGESTIONS

Majority 45.5% of respondents suggest that banks should introduce cash deposits at their ATM centres. Majority 51.5% of respondents recommend that nationalised banks should match with private and foreign banks with regard to service provided. 39.5% of respondents recommend reduction of fee when other banks ATMs are used. Majority 41.9% of respondents suggest that the procedures for obtaining ATM cards should be reduced. 41.3% of respondents suggest for introduction of more advanced services through ATM.

Banks should improve upon the security level at ATM locations. Banks should install ATMs at more number of locations which are feasible for women students to operate. Banks should concentrate on cash being placed in ATM as majority of respondents use it for cash withdrawal purpose. Card inserter ATMs should be replaced with swipe ATMs as respondents find difficulty in getting back the trapped card. The time and procedures of replacing a lost ATM card should be reduced as it creates more anxiety among respondents. The charges with regard to use of ATM cards should be made clear by the banks as the respondents feel the banks have hidden charges with regard to ATM. Banks should render special services for students such as payment of fees through ATMs.

CONCLUSION

ATMs act as major source of banking for women students. Banks can use ATMs as marketing tool especially with regard to educational related services provided by them. There is more scope of inclusion of women students if banks concentrate on expanding the services provided and offer special benefits for them. Women students are adopting ATMs at large if more features are added it will facilitate growth of adoption of technology and result in reduced cash based transactions among them.

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MARKETING CHALLENGES IMPEDING THE GROWTH OF RETAIL TRADE IN INDIA: A CRITICAL ANALYSIS

(WITH REFERENCE TO VELLORE DISTRICT, TAMILNADU)

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ABSTRACT

This paper attempts to study whether the various marketing challenges dealt with by the retailers are hampering the growth of retail trade in Tamil Nadu. In the total retail sector in India, the organized retail format has been growing very fast comparatively to the traditional unorganized retail formats. Now a day, the modern retail business formats have not only seen in well established metro and urban cities and also decorating in semi-urban areas. Although this modern organized retail business formats bring remarkable development in the Indian retail industry, it's a major threat for survival and further development of unorganized retail business formats. By the rapid development of modern retailers, the unorganized retailers face several challenges, among those marketing problems are considered as one of the main challenges for the growth of the small unorganized retail stores. In this circumstance the paper examines some of the key marketing problems facing by the small unorganized retailers. 300 sample respondents selected across the Vellore district by stratified simple random sampling method. The study found that heavy competition, high risk, advertisement cost, packing and delivery expenses and non availability of place are some of the vital challenges encountered by the unorganized retail traders.

Key words: Marketing challenges, Modern retail format, unorganized retailers.

INTRODUCTION

The Indian retailing sector has witnessed an ever growing trend since the past two decades. Even though there are so many developments in retail trade and its structure, the marketing problems of the retailers remain the same. The Indian retail sector comprises of unorganized and organized retail stores with the huge growth difference in marketing methods. Although the unorganized sector is large in proportion it could not dominate over the organized sector in India, and this very little portion of organized retail stores enjoy several benefits relatively.

The opening up of economy enables free flow of foreign direct investment in retail sector and it makes the modern retail formats to adopt and accommodate very advanced marketing systems in India. The giant retailers have ample financial and technical resources to adopt the latest marketing strategies to overcome all the contemporary marketing problems effectively. Furthermore all the big retailers are incorporating various information technologies in all facets of retail business to satisfy the customers. The key to success behind the tremendous development of modern retail formats is innovative marketing methods and strategies, using latest information technology and its applications in key marketing areas, attractive promotional planning, etc.

Virtually all small unorganized retailers are still adapting the same old conventional marketing methods and running in the fear of failure due to several marketing problems in terms of rapid changes in the customers fashion changes, demand and supply conditions, heavy competition, lack of marketing research, domination of big retailers, poor knowledge about the marketing mix, limited customer's satisfaction, sales promotion, packaging, branding, storing, advertising, and transporting etc., and these challenges are hindering the scope for remarkable developments in small unorganized retail stores equal to the big retailers in all perspectives etc. Find it difficult to face the severe competition with the big retailers

An attempt has been made to study whether the small unorganized retail traders various marketing challenges are slow down their growth in Vellore district, Tamil Nadu.

OBJECTIVES OF THE STUDY

In view of the importance of retail business in the society, the present study has been taken up since there is no study involved in retail trade services, satisfaction and relationship with big retail stores. By keeping all the above points in mind, an attempt has been made to study the marketing problems are hindering the growth of small unorganized retail trades.

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MATERIALS AND METHODS

The research paper has utilized primary and secondary data sets. Primary data has been taken from a sample survey from 300 unorganized retail traders in Vellore district of Tamil Nadu through an interview schedule. The secondary data was collected from various reports published by the Government of India and Tamil Nadu and non-governmental sectors, books, journals, daily news papers, and internet. The secondary for the research study is very weak as majority of the reports discuss the FDI aspects and only few studies deals with related areas. The study span is ten years. i.e. from 1998 to 2007. In order to examine the opinion of the respondents regarding problems of retail business, the researcher has used five point Likert scaling technique. The data collected from the sample retailers have been analyzed by using percentage analysis and WAS analysis.

STUDY OF LITERATURE

The structure of a country's retail sector has an enormous influence on the economy and marketing activities of a firm worldwide. The retailers are the last link in the marketing distribution channel and the small retailers can reflect the consumer's wishes and wants. Retailing sector is one of the major revenue and employment generation sectors in India, it has a huge marketing potential that is why since the last decade it has got remarkable attention by more foreign retailers. Retailing today is at a fascinating crossroads. On one hand, retail sales are at their highest point in history, there are lots of opportunities to start a new retail business or work for an existing one and to become a franchise and On the other hand, retailers face numerous challenges. Retailing, as a concept is not new to India. In fact, it dates back to the period of hard-core traditional formats of retailing that prevailed in the form of Haats, Shandis, Painth, Weekly Bazaar and the famous 'Kirana' or 'Baniya ki Dukan.' It is only during recent past that Indian retail sector is witnessing a process of change and is poised to undergo dynamic transformation. India is now developing into a retail power where both organized and unorganized retail sector compete with each other. Presently the Indian retail business employs nearly 21 million people, which is around 8 per cent of the total employment. India as the most attractive retail destination globally from among thirty emerging markets and has got fifth place in amongst the 30 emerging retail markets in the developing countries. The growth and development of organized retailing in India is driven by two main factors, the lower prices and benefits to the consumers. According to experts, economies of scale drive down the cost of the supply chain, allowing retailers to offer more benefits to the customer.

The retail business in India in the year 2007 was 385 billion US Dollar (Rs. 1, 540, 000 crores) and according

to McKinsey study, it is estimated to go upto 1.52 trillion US Dollar (Rs.6, 080,000 crores) by 2025. One expects that the share of organized retailing will be in the vicinity of 20 per cent by then. Organizations ready to take on this challenge can leverage the opportunities offered by a population of more than 1.2 billion. The prospects are very encouraging. Buying behavior and lifestyles in India too are changing and the concept of "value for Money" is fast catching on in Indian retailing.

EMERGENCE OF SOUTH INDIA AS A HUB OF RETAIL ACTIVITY

The total retail market in terms of consumption off-take in the four southern states of India- viz. Tamilnadu, Andhra Pradesh, Karnataka and Kerala constitute 94 billion US Dollar per annum, share to organized retail value in the region is 8.9 billion US Dollar. The share of organized retail is around 9 per cent of total retailing in South India. The growth of modern retailing in the southern part of India is much faster than in any other region. It is now estimated that organized retailing in south India is growing at around 35 per cent per annum.

Tamilnadu is a pioneer state in the adoption of modern retail in India. 12 per cent of Tamilnadu's retail market is estimated from organized sector. Tamilnadu came to be known as the hub of speciality retailing in India as organized 'saree' and 'jewellery' retailing evolved more than three decades ago. The emergence of organized formats in home electronics and household appliances of retailing gained momentum in Tamilnadu long ago with the establishment of Viveks, Vasanth, Rathna, V.G. Paneer Das & Co., etc.

South India maintains its place of growth in organized retailing and this growth is expected to continue its momentum in the cities of Coimbatore, Trichy, Pondichery and Madurai in Tamilnadu, Vijayawada, Vishakapatnam, Guntur and Rajamundhry in Andhra Pradesh, Mysore, Managalore, and Belgaum in Karnataka and Kottayam in Kerala. (Table No : 1)

Results and Discussions

This section deals with results and discussion of the study. As already described the analysis tools of the study, Weighted Average Score analysis is calculated for the statements such as heavy competition, high risk, advertisement cost, packing and delivering charges, scarcity of place, high percentage discount, fluctuating demand, Irregular Customer Base, Poor Transport Facilities, Poor Storage Facilities, and Lack of Grading and Packing. Practices (Table No : 2)

Marketing the product is the center point of business activity. Retailers are the last link in the marketing distribution channel as they have direct link with the ultimate customers. Marketing ability may vary from one retailer to another and it depends on the experience, service delivery, and location and marketing strategies.

TABLE - 1 : SHARE OF ORGANIZED RETAILING IN TOTAL RETAIL TRADE AND ORGANIZED RETAIL VALUE IN SOUTH INDIA

States	Share of Organized Retailing	Organized Retail Value	Percentage organized total retailing
	Total Retailing in US BN		
Tamilnadu	31.96	3.84	12.00
Karnataka	24.44	2.32	9.50
Andhra Pradesh	23.50	2.00	8.50
Kerala	14.10	0.78	5.50
Total	94.00	8.94	35.50

TABLE - 2 : WEIGHTED AVERAGE SCORES FOR MARKETING PROBLEMS OF RETAILERS

Problems	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Was
Heavy Competition	132(44.00)	106(35.33)	35(11.67)	25(8.33)	02(0.67)	4.64
High Risk	23(7.67)	104(34.67)	123(41)	43(14.33)	7(2.33)	3.31
Advertisement Cost	20(6.67)	31(10.33)	227(75.67)	19(6.33)	3(1)	3.21
Packing and Delivery Expenses	17(5.66)	48(16)	212(70.67)	20(6.67)	3(1)	4.38
Non-Availability of Place	14(4.67)	35(11.67)	199(66.33)	46(15.33)	06(2)	3.02
High Percentage of Discounts	27(9)	51(17)	187(62.34)	28(9.33)	7(2.33)	3.21
Fluctuating Demand	25(8.33)	143(47.67)	83(27.67)	40(13.33)	9(3)	3.46
Irregular Customer Base	16(5.33)	120(40)	82(27.34)	73(24.33)	9(3)	3.21
Poor Transport Facilities	14(4.67)	49(16.33)	201(67)	32(10.67)	4(1.33)	3.11
Poor Storage Facilities	10(3.33)	65(21.67)	177(59)	46(15.33)	2(0.67)	3.08
Lack of Grading and Packing Practices	11(3.67)	71(23.67)	177(59)	39(13)	2(0.67)	3.17
Lack of Allied Services	14(4.67)	67(22.33)	182(60.67)	35(11.67)	2(0.66)	3.18
Poor Marketing Facilities	16(5.33)	32(10.67)	201(67)	47(15.67)	4(1.33)	3.03

Note: Percentages are given in parentheses.

Table-2 shows the marketing challenges faced by the retailers. 238 retailers have been agreed positively that the Heavy competition is a major threat for small retailers. Risk is inevitable one now-a-day in retail sector due to multiple growths of giant retail shops in nook and corner of the country with modernization formats, 127 retailers have agreed that starting retail business with small size is highly risk. To entice the customers for pleasant shopping have to use different advertisement strategies, 51 retailers have positively responded that increasing advertisement cost equal to

big retailers is also a challenging one. Packing and delivering is one of the vital marketing mix elements and most of the products are packing in a attractive manner and delivering them with free of cost to get the attention of customers, it is highly expensive one and it could not affordable by small retailers like big retailers 65 retailers have agreed that packing and delivery expenses are considerably affect the small retailers. Location of the retail shop is one of the advantage factors, even though it will not have significant impact on small retailers business and 52 retailers have agreed this. Now a day big retail stores have competitively

offered a variety of discounts to attract the customers but as far as small retail shops concern it is highly impossible to offer such discounts and this is also a big challenge for small retailers to improve their business, 78 retailers have positively reported about this problem. The demand for big retailers is consistent rather than the demand for small retailers because of space and storage capacity of the shop. The giant retailers can successfully handle this demand fluctuation through different strategies, but small retailers have no such kind of mechanism to encounter this problem and 168 retailers have been reported that fluctuating demand is very important problem. New retail formats are highly attracting customers' loyalty because of changing consumer fashion and preferences most of the customers expect quality services from the retailers and it will create strong customer base for business but most of the small retail shops could not get this and business is closing down. 136 retailers have agreed this problem. One of the strategies to attract the customers is free delivery of products after sales. As far as big retail stores concern they could bear the cost of transportation to deliver the product to customers through their own transports but since the business volume of small retailers is relatively less they may not afford it therefore, 63 retailers have agreed that the poor transport facility is one of the marketing problems. Since most of the small retail shops running in a very small place could not store more stocks to meet the customers demand. 75 retailers have positively responded that even there is more demand the limited storage facility is affecting their business. Mostly the products selling in the big retail stores are properly graded and packed to carry easily and for the convenience of the customers but small retail stores could not do it because of involvement of additional cost and 82 retailers have reported that lack of grading and packaging practice lead to loose the new and existing customers. In addition to sell the products a lot of allied activities are required to satisfy the customers such as advertisement, packaging, grading, branding, distributing and transporting etc., 81 retailers have responded that lack of allied marketing activities is also a major problem for small retailers because of their size of investment restricts to perform those things like big retailers, this leads to unattractive the customers. Huge amount is spending for various tools and techniques as support to facilitate convenient marketing activities such as employ marketing executives and representatives to boost sales and to capture the market, innovative marketing strategies and latest information technologies in the marketing field etc., 51 retailers have responded that even such marketing facilities could not employ the small retailers within their limited investment it does not affecting much the small retailers business. The WAS analysis reveals that all the factors have high mean score values Heavy

Competition (4.64), Packing and Delivery Expenses (4.38), Fluctuating Demand (3.46), High Risk (3.31), Advertisement Cost (3.21), High Percentage of Discounts (3.21), Irregular Customer Base (3.21), Lack of Allied Services (3.18), Lack of Grading and Packing Practices (3.17), Poor Transport Facilities (3.11), Poor Storage Facilities (3.08), Poor Marketing Facilities (3.03) and Non-Availability of Place (3.02).

FINDINGS

From the above WAS table, the impact of the marketing challenges have been ordered to indicate the severity in the small unorganized retail trade. The WAS analysis table clearly reveals that all the factors have high mean score values Heavy Competition (4.64), Packing and Delivery Expenses (4.38), Fluctuating Demand (3.46), High Risk (3.31), Advertisement Cost (3.21), High Percentage of Discounts (3.21), Irregular Customer Base (3.21), Lack of Allied Services (3.18), Lack of Grading and Packing Practices (3.17), Poor Transport Facilities (3.11), Poor Storage Facilities (3.08), Poor Marketing Facilities (3.03) and Non-Availability of Place (3.02)

CONCLUSION

The conclusion has been drawn based on the findings are,

1. Heavy competition is a major threat for small unorganized retail traders because of giant supermarkets, hypermarkets, departmental stores and specialty stores which are often started with the collaboration of foreign direct investments. Modern retail formats are spending considerable portion of cost for delivering a quality service to customers in terms of re-packaging the products attractively and freely delivering them at their door step. Small unorganized retail stores could not bear this extra burden this affects their business much because now majority of consumers giving preference for convenient shopping.
2. The demand for big retailers is consistent rather than the demand for small retailers because of space and storage capacity of the shop, offering standardized and graded products in each category. The giant retailers can successfully deal with this demand fluctuation through employing variety of Information Technologies, but small retailers have no such kind of mechanism to encounter these problems.
3. Since the giant retailers are bulk purchaser, the producers are bearing cost of all kinds of free advertisements on behalf of them but small retailers could not afford on their own.
4. Big retail stores have competitively offered a variety of discounts to attract the customers it is feasible

because they could adjust this in bulk sales but as far as small retail shops concern it is highly impossible to offer such discounts.

5. Consumer fashion and preferences keep on changing and they expect quality services from the retailers. New retail formats are highly focused on customers' loyalty through offering loyalty discount, contest, and free trip etc., for loyal customers and it will create strong customer base for business but most of the small retail shops could not get this and business is closing down.
6. Allied activities are getting prominent place to satisfy the customers such as advertisement, packaging, grading, branding, distributing, after sales service and transporting etc. since small retailers' investment size is relatively very limited and it restricts to carryout such allied activities like big retailers, this leads to unattractive the customers.
7. Mostly the products selling in the big retail stores are properly graded and packed comfortably to carry easily and it makes customers pleasant shopping. Small retail stores could not do it because of involvement of additional cost and it leads to loose the new and existing customers.
8. As far as big retail stores concern they could bear the cost of transportation to deliver the products to customers through their own transports and it is feasible because the size of the customers are huge. Since the business volume of small retailers is relatively less they may not afford it.
9. Since most of the small retail shops running in a very small place could not store more stocks to ensure the supply of products to meet the customers demand though there is more demand. This limited storage facility is affecting particularly their business in the peak seasons.
10. The giant retailers spending huge amount for employing various personnel and latest Information Technologies to support their marketing activities, though it could not afforded the small retailers business it does not affecting much.
11. Location of the retail shop is one of the determinant factors of the success of the business, as far as small retail shoppes concern, even they are not having much space and good location like big retailers it will not affect significantly their business.
12. Retail trade is not a new phenomenon in the modern business world; it is an age old concept, has rich historical perspectives and has begun from the barter system too. India has huge population with

high proportion of middle income as well as low income population. The middle class expects varieties of products at various prices and quantities. The growth of retail business over the past years has witnessed tremendous changes in their formats because of the development of science and technology

13. Economic reforms of the 1990s have brought about significant changes in all spheres of the economy, many industries were started and capital supply was injected into the economy due to severe competition. The retail trade has been facing severe problems in spite of its growth. Numerous problems are encountered by the retailers not only from the big retailers, foreign companies, government and from consumers too.
14. From the above conclusion states clearly that the small retail traders could not compete with the modern retail formats in all facets. Even though the big retail stores are not directly affecting the small unorganized retail formats growth, its marketing strategies, financial background, sophisticated service delivery, using advanced Information Technologies are the major threats for small retailers growth potential in the retail sector in the distant future.

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ECO- ECOLOGICAL TOURISM: A MACRO STANDPOINT

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ABSTRACT

This paper mainly focused in Eco- ecological tourism: a macro standpoint The transition of the Indian economy through green revolution has not only made a country from the food deficit to food surplus but also put forth to ecological imbalance on natural resources like land and water. the International Labor Organization adopted to support serious movements in turn tourism. The share of tourism in national economies and international trade makes it a significant factor in world development, securing balance of payments. Within each country, domestic tourism contributes to an improved balance of national economy through redistribution of national income. Similarly Aggravated poverty and environmental destruction, suppress of human rights of local communities, the rights of nature in favour of the rights of corporations, vulnerable local nature, disadvantageous terms of connection between the international markets and local people need attention. Hence, instead of promoting massive centralized tourism projects tied to foreign capital, it is wise to concentrate on the careful planning and development of network of quality locally owned and operated small scale tourism business that are compatible with the natural of local communities and economies.

EYWORDS: Organic farming, Ecotourism, Eco-organic tourism and Local community participation.

I. INTRODUCTION

The transition of the Indian economy through green revolution has not only made a country from the food deficit to food surplus but also put forth to ecological imbalance on natural resources like land and water. The father of green revolution, M S Swaminathan quoted that if farm ecology and economics go wrong, nothing else will go right in agriculture and he himself admit to opine the need for transmission form conventional to organic systems. Organic farming is most widely recognized alternative farming system to conventional one (Sharma, 2001). Many empirical data concludes that organic farming is economically viable, environmentally sound and socially adaptable and invisible positive effects of it on the farm environment. The amount of carbon dioxide emitted by transporting organic food may affect the nutritious and safeness.

The seed for a new crop of farming in the name of organic was sowed as early as 20th century. It is defined as a form of agriculture that relies on crop rotation, green , 3,06 000 Sq Km world wide are formed organically which constitutes two percent of the total world farm land. Organic farmers report that marketing and distribution are difficult obstacles (Ann, 2001). There are some commodities sold as organic, though they are not certified. It warrants immediate attention of the policy makers and planners and the introduction of marketing and cooperatives has mandatory so that the farmers get the due recognition and monetary returns for the

agricultural product. Marketing cooperatives have been setup at various countries for the benefit of the farmer and India has secured a commendable rank in the race. The main objective behind this is to provide greater knowledge of the large agriculture business and the actual market conditions to the farmers. These cooperatives enable a direct contact of the agricultural producers to the consumers enabling them to correct market failure arising due to lower prices of the output and this may be extended for organic growers.

II. HISTORICAL BACKGROUND

Desirability of holidays with pay for working class obtained attention during the nineteenth century which truly associated with the development of modern mass tourism. In the year 1936 modern tourism really got under way when at the instigation of its trade union representatives, the International Labor Organization adopted to support serious movements in turn tourism. The share of tourism in national economies and international trade makes it a significant factor in world development, securing balance of payments. Within each country, domestic tourism contributes to an improved balance of national economy through redistribution of national income. In the universal efforts to establish a new international economic order, tourism can under appropriate conditions play a positive role in furthering equilibrium, cooperation, mutual understanding and solidarity among all countries.

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Against this backdrop this present study has been under taken with a view to make an attempt on eco-organic tourism and local community involvements. The present study is divided into eight sections in which the section one is introduction, the section two gives historical backdrop. The third section describes the economic dimensions of tourism, the fourth section pertained to ecotourism, the fifth section relates to eco-organic tourism, the sixth chapter gives attention to organic tea, the seventh chapter emphasized the community participation and last chapter gives conclusion.

III. ECONOMIC DIMENSIONS OF TOURISM

Economic aspects broadly concern issues of employment generation, regional development of under developed areas, balance of payments and foreign exchange. Social structure relates to issues of culture, traditions, interpersonal relationships and lifestyles of both visitors and host communities. Physical Environment issues concern landscape, ecological conservation and land use in both built- up and natural areas (Bhatia, 2004).

IV. ECO- TOURISM

Eco tourism is a new form of tourism which premised upon the notion of sustainability. Ecology oriented green tourism known as Ecotourism can be defined as tourists seek out environmentally sensitive travel or vacations which help to improve the knowledge of an environment of the area. According to Boo (1990) it has rapidly evolved from a pastime of a select few, to a range of activities that encompasses many people pursuing a wide variety of interests in nature. Takamanca Association for Eco Tourism and Conservation in Coasta Rica (ATEC, 1991) refers eco tourism means a constant struggle to defend the earth and to protect and sustain traditional communities. It is a cooperative relationship between the non-wealthy local community and those sincere, open-minded tourists who want to enjoy themselves in a third world setting. The International Year of Ecotourism, 2002 focuses on fostering a genuine dialogue among all stake holders involved especially local communities and ecotourism practitioners. Tourism provides the physical infrastructure and logistics for freer movement of the people and goods within countries and across borders which naturally knock-on effects on other sectors. Accordingly, eco tourism development has opened opportunities for a whole range of investors to gain access to remote, rural, forest, costal and marine areas. There is the observation that the more transportation systems are established into remote areas, the more encroachments, illegal logging, mining,

plundering of biological resources occur, including biopiracy by unscrupulous individual and corporate collectors.

V. ECO-ECOLOGICAL TOURISM

When agro-ecotourism¹ grows in the region of an organic farm, it is referred as eco-organic farm. It opines the rural economies and sustainable tourism. The valorization of specific elements of the agro-ecosystem site offers a supplementary monetary resource for ecological protection. Adaptation to organic management in farming areas and the expansion of connected activities such as tourism are increasing. When farms are organically managed, they increase the incentives of the tourists visits. New tourist outlooks have enhanced the value of the supply such as spread land farm setting, ecologically-sound farm dwellings, structural design and local/distinctive food. In this context, small-scale agriculture can become economically feasible if superiority products could be marketed and income is increased by tourism behaviors, especially in areas rich of biodiversity and history. While the **(Footnotes)** establishment by limited the system, of land protection systems was historically opposed by farmers unions, there is a recent growing awareness that a reserve/park increases green tourism chances and that visitors are increasingly sensitive to quality, both in ecological and gastronomic terms. This trend favours organic farmers because they can easily, meet these tourists' demands. Eco-labels are important marketing instruments for agro-ecotourism because price premiums encourage farmers' assurance to the conservation and maintenance of biodiversity.

There are different forms of tourisms –domestic, international, holiday, long –haul, short haul, business tourism, incentive travel, convention tourism and conference tourism and so on. Consumer choice as a result of competition compelled the manufacturers to give greater consideration to the needs of the consumers which eventually led to the introduction and adoption of a new concept marketing (Seth, 2005). According to Krippendorf (1987), tourism marketing is the systematic and coordinated execution of business policy by tourist undertakings, whether private or state owned to achieve the optimum satisfaction of the needs of identifiable consumer groups, and in doing so to achieve an appropriate return. Identification of the market like that of the product is crucial for any organization which adopts the marketing concept. In recent years, the market for business tourist has increased greatly. The choice of destination of business tourist is determined by the nature of business. The demand for business tourism is price inelastic. The demand will tend to be big-city oriented. The visits are

¹ It is the blending of nature based ecotourism and farm based agro-tourism.

²Asia Monitor: China & North East Asia Monitor (2005) *China's Bid For Unocal Hits Controversy*. Vol. 12, Issue 8, p. 1.

of shorter duration and relatively frequent. Trade fairs, conventions, exhibitions, conference and similar events attract this kind of tourism.

VI. NATURAL TEA

As per the reports of the organicfacts.net (Insight – The Consumer Magazine, 2011) though 50 percent of the organic food produced in India is targeted towards exports, many look towards it for domestic consumption. Before a product can be labeled 'organic', a government-approved certifier inspects the farm where the food is grown to make sure the farmer follows all the rules necessary to meet USDA organic standards. Before a product can be labeled 'organic', a government-approved certifier inspects the farm where the food is grown to make sure the farmer follows all the rules necessary to meet USDA organic standards.

Test report reveals that none of the organic tea brands was found to contain pesticide residues. Organic tea was not free from lead and copper. Both metals were present in the samples tested by us, though within the specified limits. Organic tea brands purchased between Rs. 35/- and Rs. 150/-. The conventional tea brand contained pesticide residues namely DDT (ranging from 0.04 to 0.1 ppm), Dicofol (ranging from 0.1 to 0.3 ppm) and Ethion (ranging from 0.04 to 0.1ppm), which are well within the specified limits. The conventional tea was priced between Rs. 25/- and Rs. 27.60 per 100gm.

VII. COMMUNITY PARTICIPATION

Pleumarom (2000) quoted the statement of indigenous peoples' representatives and NGOs to the convention on biological diversity in Nairobi, Kenya, in May 2000 that large nature conservation and development organizations do not respect the local people's rights severe activities undertaken by the international ecotourism society, conservation international and IUCN do not respect the rights and interests of Indigenous people and local communities particularly in regard to the year of ecotourism activities, and often threaten cultural and biological diversity. Isla (2001) and Gerardo Budowski (1995) posed that the possibility of mass ecotourism towards natural areas on the one hand promote relatively small-scale, locally owned, community based tourism facilities (small hotels, pensions, restaurants and other facilities which form an integral part of the community in which they are located. On the other hand, they can attract

transnational investment into the country in the form of large scale, luxury hotels with all associated facilities integral to the hotel.

There are two approaches - government control and community control approaches in which the former approach to tourism development offers more chance that the economic benefits of the exchange will remain in the hands of local people, although the government is able to extract indirect revenue from taxes and from tourist contributions such as park entry fees, transport tariffs, banking charges and other enterprises which the tourist make use of and which the government either taxes or manages. The latter form of tourism development concentrates the economic benefits with the government, although it would be contested by the supporters of this approach that the employment deriving from such schemes would ensure some trickle-down of benefits to local workforces. Small scale, community based tourism s grass roots community development. There are ranges of options and course of action between government-inspired mega projects and community inspired local projects. Government which in public espouse the language of the sustainable and ethical high ground of local community tourism development may be subject to external pressures which lead them into the development of mega-projects which at best ignore and at worst trample on local communities, regardless of their rhetoric and stated aims. Local communities may lack the base of resources, skills and finances required without assistance from a higher-tier authority such as provincial or central government. Hence, a partnership arrangement may often be more suitable than a community attempting to do everything entirely form within its own human, physical and financial resources (Mowforth and Munt,2003).

VIII. CONCLUSION

Jeff Marshall (1944) emphasized that "the communities surrendered their safe local food system and their role as agricultural producers. Local environments and communities are impoverished. Aggravated poverty and environmental destruction, suppress of human rights of local communities, the rights of nature in favour of the rights of corporations, vulnerable local nature, disadvantageous terms of connection between the international markets and local people need attention. Hence, instead of promoting massive centralized tourism projects tied to foreign capital, it is wise to

concentrate on the careful planning and development of network of quality locally owned and operated small scale tourism business that are compatible with the natural environment and integrated within the existing structures of local communities and economies”.

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BARRIERS AND LIMITATIONS TO THE SUSTAINABLE DEVELOPMENT OF RURAL FOLKS IN INDIA THROUGH ENTREPRENEURSHIP

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ABSTRACT

There are many strategies that can be adopted to enhance the economic conditions of rural regions and encourage the rural folk to become self-sufficient entrepreneurs. Most of the rural folks are farmers wherein there is a dominance of agricultural activities. Agriculture is one such profession which revolves around a lot of uncertainties, it could be in the form of unpredictable rain, quality of seeds, climatic conditions, soil fertility, availability of fertilizers and manure etc. and moreover the local demand for agricultural products is quite less in the rural regions, hence, production tends to remain at a subsistence level. Apart from agriculture some of the other sources of income for the rural population are from fishery, animal husbandry or waged labour associated with plantations and tea estates. The rural folk are not able to sustain their lives with the above mentioned practices and therefore start migrating to the urban cities wherein for majority of them life becomes even more miserable because of their limited skills. Our government talks about taking measures towards rural entrepreneurship and rural development, which can help in progress of rural areas. However, setting up resorts, spas or large scale production companies may provide labour opportunities to the rural population but does not make them self-sufficient. Most of the big companies such as TATA obtain the land from farmers and build huge plantations and tea/coffee estates and in turn employ them for maintenance of the same. True rural development can occur only when some initiatives are taken to strengthen the public administration & to make the regulatory and administrative environment more conducive for rural entrepreneurs. Through this paper an attempt is made to identify the various factors which can act as barriers or hinders the rural folk from becoming entrepreneurs and this paper also quotes few examples of how NGOs such as UNIDO's Rural and Women Entrepreneurship (RWE) Programme & Meerut Seva Samaj have provided a concrete example of how the rural population especially women, can become successful entrepreneurs.

Keywords: Rural Entrepreneurship, Rural Development, Self-sufficient Entrepreneurs.

1. Introduction

India is known for its Agricultural market. It is the backbone of Indian Economy. Around 70% of the population in India earns in livelihood from Agriculture and satisfies the basic need of both humans and animals. Many of the agro based industries are dependent on Agriculture since it is the most important source of raw materials for them. India is known to have good geographical conditions and therefore considered to be favourable for Agriculture due to fertile soil, long growing season and wide variations in climatic conditions. However recently, dominance of agricultural activities has been shadowed to a little extent by the rural enterprises specializing in small scale industrial production, handicrafts and in-service provision sectors. Therefore, the small and medium scale enterprises are emerging as an integral part of rural economy and also a major source of employment provider in the rural areas.

I-TYPES OF FARMING IN INDIA

1. Subsistence and commercial farming

Subsistence farming is the most popular type of farming in India. It's just farming for self-consumption. The entire production is consumed by the farmer's family itself and there is no surplus which could be sold in the market. The land for this kind of farming is small and fragmented. Traditional methods are used for this kind of cultivation and the produce mostly comprises of cereals along with oil seeds, pulses, vegetables and sugarcane. Farmers hardly use any kind of fertilizers, insecticides or pesticides and there is a total absence of modern day equipments such as tractors.

Commercial Farming

It is very much different from the above mentioned traditional farming. Here a majority of the produce is sold in the market. Here cultivation mainly takes place for earning money and the produce comprises of the food items which are in demand. Some of the major

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commercial crops grown in different parts of India are cotton, jute, sugarcane, groundnut etc. In this system, farmers use inputs like irrigation, chemical fertilizers, insecticides, pesticides and High Yielding Varieties of seeds etc.

2. Intensive & Extensive Farming

The basic criteria for differentiating between the two relates to the amount of production per unit of land. India does not witness much of Extensive farming unlike countries like Canada, USA and Russia. Punjab & Haryana are the major states in India where Extensive cultivation is seen. The total production may be high due to large production area but the per unit production is low.

Intensive Farming is practiced in those areas where the availability of land is limited. One of the good examples for Intensive cultivation can be seen in Japan. A similar condition is seen even in Kerala in India.

3. Plantation Farming

Plantation Farming is artificial form of farming. Unlike the above types of farming where several variety of crops can be grown, in plantation farming only a single cash crop is grown for sale. Tea, Coffee, rubber, banana and spices are all examples of plantation crops.

4. Mixed Farming

In this kind of Farming, both raising crops and animals are carried out simultaneously. Here farmers engaged in mixed farming are economically in a better condition than those who do not.

II- PROBLEMS FACED BY THE RURAL POPULATION

There are a lot of uncertainties in the field of Agriculture. These uncertainties could be in the form of unpredictable rain, quality of seeds, climatic conditions, soil fertility, availability of fertilizers and manure etc. Due to the excess supply of produce, the local demand for agricultural products is quite less especially in the rural areas; hence, production tends to remain at a subsistence level, however due to the initiatives taken by the Government & other companies such as ITC, the farmers are able to sell their produce to major urban markets too. However, these methods also have a grey side. Some of the major challenges faced by the rural folks are as follows:

1. Stagnation of major food crops

Major food crops such as wheat and rice has been deteriorating for quite some time. This could result in a huge gap between the demands of the ever growing population.

2. High cost of Farm Inputs

There has been a drastic increase in the cost of farm inputs such as fertilizers, insecticides, pesticides seeds, labour cost etc. The small and

medium land farmers find themselves at a disadvantage due to the ever increasing costs.

3. Soil Exhaustion

Soil exhaustion means loss of nutrients in the soil from farming the same crop over and over again. This has led to negative consequences.

4. Depletion of Fresh Ground Water

Most of the irrigation in dry areas of Punjab, Haryana and Western Uttar Pradesh was carried out by excessive use of ground water. Today fresh ground water situation in these states is alarming. In the coming few years if this type of farming practice continues, these states are going to face water famine.

5. Adverse impact of Global Climatic Change

Among various challenges, global climatic change is the recent one. It has been predicted that its impact on agriculture would be immense. Since, 70% of Indian population is engaged in agricultural activities, you can imagine the consequences. It is predicted that due to climate change, temperature would increase from 2°C to 3°C, there would be increase in sea level, more intense cyclones, unpredictable rainfall etc. These changes would adversely affect the production of rice and wheat.

6. Impact of Globalization

You can see the effect of globalization on the farm sector in India. All developing countries have been affected by it. The most evident effect is the squeeze on farmer's income and the threat to the viability of cultivation in India. This is due to the rising input costs and falling output prices.

This reflects the combination of reduced subsidy and protection to farmers.

7. Providing Food Security

With the introduction of green revolution, production of food grains increased substantially and India became self-sufficient. However, during the last one decade the total production has become stagnant. On the other hand we have added another 16 to 18 million populations over this period. Although India has become self-sufficient in food it is yet to ensure food security which is dependent upon accessibility, affordability as well as nutritional value of the food available. One of the biggest challenges facing India is Providing Food Security to its population.

8. Farmers Suicide

Every suicide has a multiple of causes. The suicides appear concentrated in regions of high commercialization of agriculture and very high peasant debt. Cash crop farmers seemed far more vulnerable to suicide than those growing food crops.

The devastation lies in the big 5 States of Maharashtra, Andhra Pradesh, Karnataka, Madhya Pradesh and Chhattisgarh. Some of the major factors responsible are indebtedness, crop failure and deterioration in economic status. Decline in social position, exorbitant charges by local money lenders for the vulnerable farmers, chronic illness in the family, addiction etc. have made life of farmers difficult.

III- RURAL ENTREPRENEURSHIP AND ITS ASSOCIATED PROBLEMS – THE UGLY SIDE OF TATAAND

Reliance

Reliance SEZ land acquisition

As per an article published in The Statesman on October 7, 2008, 82% of the farmers in Alibaug were against Reliance SEZ land acquisition. Most affected farmers and landowners of the proposed Reliance Special Economic Zone (SEZ) in neighboring Raigad district were against the project.

About 18,000 landowners and farmers from 22 villages voted on the issue on 21 September 2008. Farmers of these villages had opposed the project stating their was arable land due to the Hetawane dam located in the area and as such could not be acquired for the SEZ.

TATA's land Acquisition

The choice of Singur was made by the company among six sites offered by the state government. The project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's opposition leader Mamata Banerjee. The "Save Farmland" movement was supported by environmental activists like Medha Patkar, Anuradha Talwar and Arundhati Roy. The Tata's finally decided to move out of Singur on 3 October 2008.

The following article was published in The Statesman on 30 September 2008. Mr. Debabrata Bandyopadhyay did a thorough analysis of land reform which is as follows:

The improper resettlement and rehabilitation package for 2,500 agricultural households of Singur owning 164 hectares (400 acres) of rich multicrop land forcibly acquired by the Buddhadeb Bhattacharya government for the Nano car project has led to their loss of livelihood, starvation, morbidity, social and economic degradation, not to forget a high incidence of untimely deaths. This is the substance of a fact-sheet prepared by Mr. D Bandopadhyay, West Bengal's former land reforms commissioner and secretary, revenue, government of India, on the gross value of production from 400 hectares of land acquired from over 12,000 owners and co-sharers for the Nano project.

Singur's 2,500 households, whose 162 hectares have been coercively acquired for locating ancillaries, will

surely face starvation, family disintegration and untimely deaths if the state government continues to ignore the resettlement and rehabilitation policy guidelines laid down by the Union government for land-losers.

According to the fact-sheet, land-losers of 400 hectares, numbering over 12,000, which includes co-sharers, produce crops worth Rs. 10 crore annually will be lost. While the paddy crop of 5,220 metric tonnes from 400 hectares annually fetches an annual earning of Rs. 3.50 crore based on the government's declared minimum support price, potato also fetches an almost identical sum from the sale of 10,000 metric tonnes from almost the same acreage. Income from inter-cropped vegetables is well over a crore of rupees. Oilseeds and pulses, both of which are cultivated over 200 acres, provide an annual income of Rs 42 lakh and Rs 34 lakh, respectively. While 235 tonnes of oilseeds are produced in the acquired land, the yield of pulses is 200 metric tonnes.

TATA's Desecrating Tribal Lands

Parched Earth Tactics: Tata's steel town came up in close proximity to thickly forested lands that had the misfortune of carrying some of the richest iron ore deposits. Tribal people then and now seldom have paper titles to their lands. The company initially acquired 3564 acres of land comprising villages at the cost of Rs. 46,332. When the lands were handed over to Tatas for mining in Noamundi and for the Jamshedpur Township by the British-controlled Government of India, the tribals were evicted. In 1907, after Tatas had taken over the Noamundi area for mining iron, local adivasis refused to work the mines. In a bid to tame them, Tatas reportedly mowed down the Kusumgaj (Kosam) trees. These trees were the lifeline for the adivasis who collected lac from the lacworms that nest on these trees. In desperation and with no other recourse for a livelihood, more and more adivasis started digging iron ore for Tatas. In 2000, Tata Steel allegedly bulldozed a spring that was the only source of water for the indigenous people of Agaria Tola – a 22-household hamlet on the periphery of Tata's coal mines. Besides yielding water, the spring was the centre of social interaction for the nearby villagers. Chrome Poisoning: The Down to Earth magazine reports that the Comptroller Auditor General of the Government of India singled out the chromite mines in Sukhinda Valley as a highly polluted area. Tatas are one of the largest mining companies in the valley. The Domsala River and 30 streams that run through this valley are contaminated with dangerous levels of hexavalent chromium leaching from overburden dumps. Hexavalent chromium causes irritation of the respiratory tract, nasal

septum ulcers, irritant dermatitis rhinitis, bronchospasm and pneumonia. One study funded by the Norwegian Government under the Orissa Environment Program found that almost 25 percent of people living less than 1 km from the sites suffered pollution-induced diseases.

Luxury Resort in Tiger Country: In the mid-1990s, the Tata-owned Taj Group of Hotels leased a piece of land in the middle of the Nagarhole National Park and Tiger Reserve in Karnataka to build the Gateway Tusker Lodge. Proposed as a jungle camp, the plans for the Lodge resembled those of a 5-star resort complete with tourist facilities, diesel generators, and conference rooms. No clearance was sought from the Ministry of Environment, despite the fact that any activity inside a National Park is very stringently regulated. Massive tribal opposition to the project and a legal challenge eventually forced the Tatas to withdraw from the Tiger's hunting grounds.

Farmers angered by land acquisition for Delhi-Mumbai Corridor project (Business Line, Apr 14 – 2013)

Farmers of Maharashtra's Raigad district fear that 67,500 acres of farmland in could be taken over by the Government for Delhi-Mumbai Industrial Corridor project. With 67,500 acres at stake, farmers of Maharashtra are opposing the \$100-billion Delhi-Mumbai Industrial Corridor project.

Growers from Mangaon in Maharashtra's Raigad district have taken the lead in opposing the project as 67,500 acres in 78 villages are set to be taken over for the project. Land acquisition for the project is being carried out by the Maharashtra Industrial Development Corporation (MIDC). At Mangaon, some 1,000 farmers have been staging a dharna from April 10 alleging that their land is being acquired forcibly. In the past, it had acquired large tracts for industrial estates, but has not been able to rehabilitate farmers whose lands were acquired either forcibly or for a pittance. Once the farmers lose their land they would be forced to take up menial jobs. This leads to further deterioration in their standard of living.

There is urgent demand for a new law as hundreds of farmers are under the threat of land acquisition for so called public purpose as various state governments continue to blatantly misuse the 100-year-old law. Even golf courses and commercial complexes have been termed as public purpose. The government has assured that it would introduce a new bill having provisions for better compensation and rehabilitation measures in the next session of Parliament but nothing has been done so far.

IV- Making the Rural Population as Entrepreneurs

Land grabs either by the renowned multinational companies or by the government is inevitable most of the times. But forcibly acquiring land from the farmers

and failing to provide suitable compensation or rehabilitation to them leaves them jobless, and they are forced to do menial chores. Apart from agriculture some of the other sources of income for the rural population are from fishery, animal husbandry or waged labour associated with plantations and tea estates. The rural folk are not able to sustain their lives with the above mentioned practices and therefore start migrating to the urban cities wherein for majority of them life becomes even more miserable because of their limited skills.

Some initiatives have to be taken and are already being taken by some NGO's to make the rural folks self-sufficient and independent.

As per the study conducted by Suvarna Sable, the following are some of the entrepreneur businesses that can be seen in most of the villages.

- General Stores
- Kaikadi
- Vegetable Seller
- Bangle seller
- Tailor
- Rope Vendor
- Milk Seller

Role of NGOs

Perhaps the most effective type of organization in the efforts to foster entrepreneurship in India in general, and among women especially, has been the NGO (non-governmental organization). A number of NGOs have initiated programs related to entrepreneurship, including microcredit or microfinance programs for small-scale entrepreneurs; training and technology transfer projects; and direct assistance with small business start-ups. With due respect to women, NGOs sometimes offer programs targeted specifically at women, since women may have limited or no access to more generalized development programs.

NGOs operating in developing countries such as India, whether based in India or abroad, often focus on small entrepreneurs and/or the special development needs of women by providing training, workshops, technical assistance, job opportunities and help with start-up of small businesses. Often, NGOs receive funding or other assistance from government, charitable or corporate organizations. In India, these efforts have ranged from the Indian government's National Institute for Entrepreneurship and Small Business Development to the non-profit, locally-based Self-Employed Women's Association (SEWA) and Hindustan Lever, Ltd.'s corporate-based program to encourage distribution of its products through local entrepreneurs (Serril, 2005; Prystay, 2005).

1. Contributions made by SEWA (Self-Employed Women's Association)

The Self-Employed Women's Association (SEWA), which has transformed the lives of hundreds and thousands of women in India, is doing an extraordinary work and the organization has become a role model for the world.

SEWA is a membership organization and a movement rather than program. Its objective is to empower poor women working in the informal sector so they can achieve secure employment and self-reliance. As a membership organization with firmly democratic procedures and based explicitly on Gandhian principles, all other SEWA activities have emerged and evolved in direct response to member's needs. Members are rural and urban poor women working in the informal sector, who have empowered themselves by organizing into a labor union to struggle for their rights, and into 100 cooperatives to improve their economic security.

SEWA members see themselves first and foremost as workers, and identify their primary need as gainful and secure employment. Large numbers of members have increased their incomes through both the collective pressure that organizing allows them to exert and the creation of alternative employment opportunities.

A structure has evolved that gives SEWA great flexibility to grow and respond to member's needs.

There are three main ways in which members are engaged:

- A union, with both urban union and rural branches, that helps members in their collective struggle for fair treatment and access to justice, to markets, and to services;
- Cooperatives, that help members produce and market the fruits of their labor and build their assets;
- Member services that are financed partly by user charges, but also in part by donors, and by government departments that have been unsuccessful in providing the services for which they are responsible by statute.

How SEWA Has Touched Three Lives

Bhavnaben's Story

Bhavnaben is a 32 year old salt worker. Salt farming involves pumping underground brine into salt pans laid out on the desert floor, rimmed by low mounded walls. The brine evaporates until a certain level of salt concentration is reached, and is then transferred via ditches to larger finishing salt pans nearby. The low dikes and connecting ditches require constant repairs and this is done mainly by the women while the men attend to the pumping engine and brine flow.

Women usually also take care of compacting the floor of the finishing pans by trampling it with bare feet. Then a heavy roller is pulled by hand over the entire floor.

More semi-concentrated brine is gradually added to the pan, and the trampling and rolling process repeated, until evaporation brings the brine concentration to a critical level for efficient crystal formation, and the entire floor of the pan turns into a giant carpet of salt. The final steps involve raking to separate the salt from underlying sand and stones, and piling the salt for transportation.

Conditions in the desert are extremely harsh vegetation or water whatsoever, intense heat during the day, and cold at night, complicated by regular dust storms and occasional cyclones. The intense glare from the sun reflecting off the sand, brine ponds and salt causes severe eye problems including night blindness, while constant exposure to chemicals and salt causes extreme discomfort to the skin and more general health problems. The story repeated often by people in the area is that the feet of a salt worker never burn completely (or burn last) in the funeral pyre, because of the high salt content.

India has been consistently making innovative efforts by using science and technology to increase production but major influencing factor for a good crop is the weather conditions.

Role of SEWA

Since joining SEWA, Bhavnaben says she has found the courage and encouragement to take an active part in matters affecting her. She opened a SEWA Bank savings account, putting aside about US 40 cents per month plus other occasional deposits. The balance has grown to \$23; this is important, as she can borrow from SEWA Bank three times the savings balance whenever needed. Other benefits from SEWA include a credit line which advances about \$110 per month for operating and living expenses during the seven salt production month season. If they have stayed within the limit of the advances they received plus interest, the entire season will yield a net income of some \$450. SEWA has helped the salt workers negotiate better prices for their salt, bypassing the middlemen who used to exploit them both by paying less for salt (\$2 per ton against the renegotiated price of \$2.65) and also by charging ruinous interest rates on advances.

Contributions made by Meerut Seva Samaj

A large number of small villages located north of Delhi in Uttar Pradesh are finding ways to empower the women in their villages. A non-government organization (NGO) by the name of Meerut Seva Samaj (MSS) has been supporting the village people in this area since 1977. Their mission is to help the poor and marginalize the move out of illiteracy, ignorance and poverty. Over the years they have developed programs to help educate people in the area in order to develop a consciousness that would lead to self-reliance, social justice and cooperation. Their goal is develop a pride in the self and in the village.

MSS attempts to support 17.5 million people in 8,571 villages in this 10-district area of Uttar Pradesh. Dal and roti (cereals and hand-bread) are the staple diet of the average poor person in Uttar Pradesh. People in this area communicate in Hindi, Urdu, Punjabi and English.

Current entrepreneurship projects supported by Meerut Seva Samaj

One example of a business in a Meerut village involved approximately 200 women with a jewelry-making business. After the women joined the cooperative and each had saved enough money to join this small business, her whole family became involved. This Meerut village was involved in making beaded jewelry such as belts, bracelets, necklaces and hair decorations. The animator initially had the village make samples of the jewelry and one woman representative of the co-op and the MSS animator visited small shops in Delhi in order to sell their products through sample examination. Once back from visiting the shops, the co-op representative distributed the orders to the families of the co-op. Within only two years, the women who chose to be involved were making an extra Rs1,000–2,000 (US\$22–44) per month.

The village cooperatives hold mandatory meetings each month to enhance the sustainability of the co-op. Success is breeding more success in the villages as the message spreads to neighboring villages and the MSS animator program continues to grow. Since this program has assisted in moving villagers' income above the Below Poverty Line (BPL), the Indian government has shown a willingness to contribute some financial support. The BPL guideline in India applies to people who have incomes of less than Rs1,000 (US\$22) per month, live in a mud house with no electricity, telephone, a motor vehicle or appliance, and own less than one acre of land. As women in this co-op program help to bring the family above the poverty line, they gain self-respect as well as the respect of men, and villages are beginning to see the girl-child as having positive economic potential.

Other examples of businesses in the villages in Meerut are textile weaving, textile decorating, jewelry bangle decorating, handicrafts such as wedding chunis (a high

demand item) and bee farming. Bee farming demands more savings from the villagers and loans of up to 2 Lakhs (US\$4,500) since there is extensive equipment that needs to be bought and land needs to be owned or leased. One bee box costs Rs1,500 (US\$33) for materials (box, sugar, wood frames). One box can provide 60 kg honey and usually lasts for five years of operation.

In Meerut, the Bee Society collects the honey and honey comb from the villagers' honey boxes and then sells it for the villager, thus providing marketing and distribution assistances in the case of jewelry making discussed previously. In all these businesses, MSS tries to take advantage of local resources, skills, and knowledge, and to enhance these selectively in a way that empowers villagers.

V CONCLUSION

Generating employment and alleviating poverty are the biggest challenges for regional economic growth in the rural areas of India.

Despite the revival of the economy in much of the nation's heartland, rural areas are still suffering from high poverty and unemployment rates. Self-employment, a measure of entrepreneurship, indicates an opportunity for rural communities to improve the quality of life and accelerate regional economic development. Taking into consideration the problem of unemployment in rural communities, there is a need to focus on generating self-employment opportunities at micro level to enhance economic growth and reduce the per capita income 'gap' between rural and urban areas.

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AN ANALYSIS OF BI-DIRECTIONAL RELATIONSHIP BETWEEN FOREIGN EXCHANGE PRICES AND STOCK MARKETS PRICES

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ABSTRACT

In this study the researchers have analysed the relationship between foreign exchange markets and stock markets. In order to achieve the set objectives of the study, the daily observations of both the markets are recorded and each day's observations are averaged and that average value stands as the representative of the day. The reference period of four years has been taken from 01-01-2009 to 31-12-2012 and Granger Causality test is employed to determine whether foreign exchange market influences the stock market or it is the other way around. The findings of the study affirm that there exists no causality relationship between the two markets. These findings corroborate with the findings put forth by Mohammad and Rashed (2003), Badnar and Gentry and Geepti Gulati and Monika Kakhani, hence strengthening the findings of the study.

Key Words: Foreign Exchange Market, Stock Market, Granger Causality,

Introduction

The contemporary global financial system is highly intricate and interdependent, besides, the advancement of information technology has induced synergetic correlation among the various organs of the financial system. Hence, attracts researchers, practitioners, policy makers, etc. to explore the dynamic relationship among various sub-systems of the financial system. Now-a-days in a financial system every market influences the functioning of another market. In this regard, the interaction between stock market and foreign exchange market have attained forefront for these two markets are the most sensitive segments of a financial system and are considered barometers of the economic health of a country. Besides, the exposure of a country towards the outer world can be easily felt from these markets. Globalisation has converted the whole world into a single financial hub, thereby, facilitating the movement of capital across the globe. In this process, the emerging economies like, India has emerged as attractive destinations for the international capital for providing better returns. But these returns can be eroded in case of depreciation in the currency of host country. This Globalisation has converted the whole world into a single financial hub, thereby, facilitating the movement of capital across the globe. In this process, the emerging economies like, India has emerged as attractive destinations for the international capital for providing better returns.

But these returns can be eroded in case of depreciation in the currency of host country. This depreciation in the domestic currency influences the inflow of foreign capital in the form of both Foreign Institutional Investment (FIIs) and Foreign Direct Investment (FDI). However, the erosion in the market capitalisation of listed companies influences the inflow of FIIs only. Besides, the exchange rates also affect the competitiveness of a country in the international markets. Any depreciation leads towards an increase in the import bill and any appreciation leads towards a decrease in the export earnings. This complex nature of the market keeps policy makers busy in maintaining a proper equilibrium in the exchange rates throughout the world, particularly in developing country.

Indian stock market was opened to foreign investors in 1992, since then huge foreign investment has been put in the stock market of India. The continuity of this story depends upon the returns generated by the stock market. The deregulation process has helped India to grow enormously which got reflected into the returns generated by the stock market. Hence, it can be said that the foreign exchange market and stock market are two important components of any financial system which help us in knowing the direction taken by the economy.

Review of Literature

The study undertaken by Aggarwal (1981) regarding exchange rates and Stock prices in emerging financial

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markets and the study puts forth that there exists an inverse relationship between exchange rates and stock prices. The study of Sonnen and Hennigor (1980) made an analysis of exchange rates and stock prices and the findings confirmed negative relationship between the controlled variables. Bohmani (1992) in their examined the reverse relationship between the controlled variables and witnessed that the controlled variables do influence each other in the short run but could not establish long-run relationship.

The study undertaken by Abdulla (1997) in which the researchers took India, South Korea, Pakistan and Phillipians as the sample and analysed the relationship between the exchange rates and stock prices. The results confirmed that the controlled variables do have long-term relationship in case of India and Phillipians. However, in case of Pakistan and South Korea short-term positive relationship was found as exchange rates influence stock prices. Amare and Mohsin (2000) made a comprehensive study in which the researchers took nine Asian countries as sample. The results confirm significant links except in case of Japan, Singapore, and Thailand. The findings affirmed that there exists bi-directional links between the controlled variables in the long-run. In the short run stock prices do influence exchange rates in most cases. Mohammad and Rashed (2003) examined the links between exchange rates and stock prices but the findings witnessed no short-run or long-run relationship between the controlled variables. Stavarak (2004) examined the interdependence between the stock markets and the real effective exchange rates of four veteran European Union members, four new members and the United States of America. The results of the study confirmed both short-run and long-run relationship in case of veteran European Union members and the United States of America. In case of new members only negative short-run linkages could be found.

Ajaji and Mougoue (1996) examines the short-run and long-run relationship between stock prices and exchange rates in eight advanced. The findings put forward affirmed that an increase in stock prices causes the currency depreciate for both the U.S.A and the U.K. markets. Bodnar and Gentry (1993) undertook a study but could not find any significant linkages between dollar movements and stock returns for the U.S.A. firms. The study made by Chamberlain, Howe and Popper (1997) find that the banking stock returns are very sensitive to exchange rate movements, but not for Japan banking firms. The study undertaken by Deepti and Monika (2012) concluded that there exists no relationship between the controlled variables. Ma and Kao (1990) in their study came up with the findings which affirmed that a currency appreciation negatively affects the domestic stock market for an export oriented country and positively affects the domestic stock market for

an import oriented country. Pan, Fok and Lui (1999) investigated the causal relationship between stock prices and exchange rates and concluded that the exchange rates granger-cause stock prices with less significant causal relations from stock prices to exchange rates. The study further affirmed that the causal relationship have been stronger after the Asian Crises.

Objectives of the Study

- 1) To study whether there exists bi-directional relationships between foreign exchange prices and stock market prices.

Research Methodology

Granger causality analysis (GCA) is a method for investigating whether one time series can correctly forecast another (Granger, 1969). This method is based on multiple regression analysis. Therefore, in this study Granger Causality Test is employed to test the bi-directional relationship between the variables under the study.

If we have two time series X and Y , the paired model is as following:

$$Y_t = \sum_{n=1}^p A_n X_{(t-p)} + \sum_{n=1}^p B_n Y_{(t-p)} + CZ_t + E_t$$

$$X_t = \sum_{n=1}^p A'_n Y'_{(t-p)} + \sum_{n=1}^p B'_n X'_{(t-p)} + C'Z_t + E'_t$$

Data-base

In order to achieve the set objective of the study, the daily observations of both the markets are recorded such as open price, high price, low price, last price and close price and each day's observations are averaged and that average value stands as the representative of the day. This data has been obtained from the official website of National Stock Exchange of India (NSE). Stock market is represented by S&P CNX-50 and the exchange rate by INR-USD. The reference period of four years has been taken from 01-01-2009 to 31-12-2012. The Granger Causality test is employed to determine whether foreign exchange prices influence the stock market prices or it is the other way round.

Hypothesis

H_{01} : Foreign exchange rate does not Granger cause stock indices

H_{02} : Stock index does not Granger cause foreign exchange rate.

Empirical Analysis and Discussion

Pairwise Granger Causality Tests

Sample: 12/31/2009 1/02/2012

Lags: 2

Null Hypothesis	Observe	F-Statistic	Probability
CNX Does not Granger cause currency	934	0.921	0.398
Currency does not Granger cause CNX	934	0.949	0.385

From the above analysis it can be seen that the probability value stands at 0.3986 which is higher than the significance value which is 0.05% , hence , on the basis of these results the Null Hypothesis is accepted that CNX NIFTY 50 does not Granger Cause Currency prices. In case of the second Null Hypothesis, the probability value stands at 0.3986 which is again higher than the significance value of 0.05%, thus, accepting the second Null Hypothesis that Currency Prices does not Granger Cause CNX NIFTY 50. Therefore, it can be said that both the variables under study do not have any statistically significant relationship as both of the variables do not influence each other.

Dependent Variable: CNX NIFTY 50

Method: Least Squares

Date: 07/19/13 Time: 19:01

Sample: 12/31/2009 1/02/2012

Included observations: 523

(Table No : 1)

Variable	Coefficient	Std. Error	t-Statistic	Prob.
CURRECNY	0.176071	0.135900	1.295593	0.1957
C	4838.309	42.39609	114.1216	0.0000
R-squared	0.003211	Mean dependent variance		4849.014
Adjusted R-squared	0.001298	S.D. dependent variance		951.5917
S.E. of regression	950.9738	Akaike info criterion		16.55667
Sum squared resid	4.71E+08	Schwarz criterion		16.57296
Log likelihood	-4327.568	Hannan-Quinn criter.		16.56305
F-statistic	1.678560	Durbin-Watson stat		0.009854
Prob(F-statistic)	0.195690			

(Fig : 1.1)

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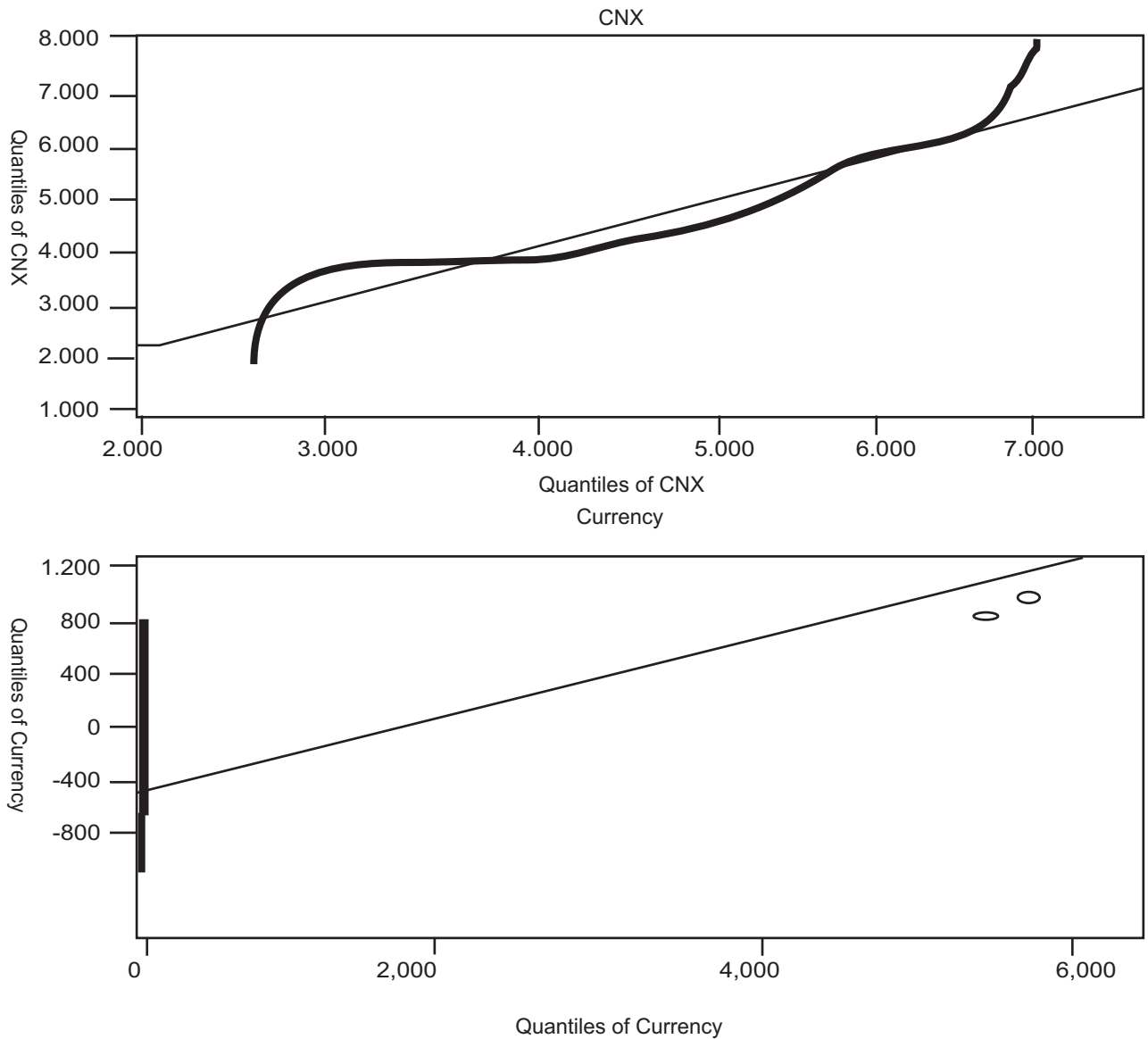


Fig : 1.1

HUMAN RESOURCE DEVELOPMENT IN AP TRANSCO (A STUDY WITH SPECIAL REFERENCE TO EASTERN POWER DISTRIBUTION COMPANY OF AP LIMITED)

Dr. M. RAMESH¹

ABSTRACT

HRD basically aims at enhancing the abilities and motivation of people to positively contribute for superior performance at individual level, nurturing teamwork at group level and conducive climate for innovation, value addition and performance orientation at organizational level. HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertakings. An attempt is made here to elicit the views of the respondents on the various issues relating HRD practices in the Eastern Power Distribution of AP Limited under the study. On the basis of the results, it is suggested that the evaluation of training programmes at all levels must be scrupulously observed to see that the knowledge and skills are transferred to the job and result in increased efficiency and productivity. The employees must be informed of the criteria of the appraisal and the results of the appraisal including the strengths and weaknesses of performance. The effective and efficient policies and welfare facilities make the employee to perform the job better, which leads to effectiveness of the organization.

Key words: HRD, Employees' Opinion, EPDCL, Visakhapatnam

INTRODUCTION

HRD is basically concerned with organizational effectiveness through the development of human beings. It is a process of increasing the knowledge, skills and the capacities of all the people in society. HRD should be understood in a broader framework which includes establishing and maintaining a healthy and productive work culture, improvement in organizational and technological discipline, planning the manpower for optimum utilization, improving work practices and flexibility of work arrangements, training and development to prepare for new technology and higher levels of operations and improving level of motivation and maintaining harmonious industrial relations.

HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertakings. The HRD concept, as it has emerged in Indian corporate level, stipulates that the company should have a clear mission and objective around which a corporate culture could be built, embodying values and ways of doing things, which would exert a shaping influence on the individual's effort towards excellences. In majority of the corporate sector, the HRD practices are undergoing far reaching changes and following the latest methods which are essential in the present day scenario.

ORGANIZATIONAL PROFILE: A BIRD'S EYE VIEW

The AP Transco has been converted into a Transmission Corporation. As a result four distribution companies

became effective from 1.4.2000 under the provincial second transfer scheme notified by the state government viz., Eastern Power Distribution Company of A.P Limited (APEPDCL), Central Power Distribution Company of A.P Limited (APCPDCL), Southern Power Distribution Company of A.P Limited (APSPDCL) and Northern Power Distribution Company of A.P Limited (APNPDCL). The above distribution companies have been incorporated under the Companies Act, 1956.

The EPDCL came into existence from April 1st 2000 as a result of dismantling of vertically integrated APSEB into functionally district entities undertaking Power Generation, Transmission and Distribution. It is initially formed as wholly owned subsidiary of APTRANSCO from power trading activity in strict compliance of the provisions of the Electricity Act 2003. This company is engaged in the business power distribution and retail power supply in its designed area covering five northeastern districts of Andhra Pradesh. APEPDCL is responsible for undertaking distribution and bulk supply of power in the operation circles of Srikakulam, Visakhapatnam, Vizianagaram, East and West Godavari Districts and 17 divisions of coastal Andhra Pradesh. The Corporate Office and Head Quarter of APEPDCL are situated at Visakhapatnam.

NEED FOR THE STUDY

In this fast changing economic environment, customers are expecting qualitative goods and services, employers are facing stiffer competition from local and global

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operators, most of the units are becoming sick and struggling for survival and employees are experiencing several anxieties and insecurities as a result of latest technology, cost control measures and structural changes. More than ever before, managements should strive for minimizing tensions and discords in the process of implementing the structural changes. As a consequence of various policy initiatives taken by the government from time to time, significant changes are taking place at micro level affecting the interests of employees. It is necessary in this context, to understand how they are reacting towards the various developments so that effective HRD can be formulated. It should be remembered that the micro and macro level objectives in line with the economic development can be achieved only when concrete measures are taken for maximum utilization of human resources as an important element of development. A few studies have been conducted by researchers, research institutes, governments and private agencies examining the economic reforms with implications on human resource development in different industries/ organizations like Hotel Industry, Textile Industry, Sugar Industry, State Bank of India etc. There have been many impressive studies glorifying the virtues of generation, T & D system, T & D losses, and load factor and organization structure, but, quite surprisingly not on the area of HRD in Electricity Department particularly in APTRANSCO.

OBJECTIVES OF THE STUDY

The study has been carried out with the following specific objectives.

1. To study the socio-economic conditions of employees in Eastern Power Distribution Company of A.P. Limited.
2. To critically examine the various training and development programmes in select organization.
3. To study the methods of performance appraisal followed in the EPDCL.
4. To examine the compensation and welfare practices in the select company, and
5. To suggest appropriate measures to improve the HRD practices in EPDCL

METHODOLOGY AND SAMPLING

The data required for the purpose of the study has been collected both from primary and secondary sources. A questionnaire has been prepared with different questions to examine the socio-economic status and human resource development practices in AP Transco. The focus is placed on training and development, performance appraisal and compensation and welfare practices also. A pilot study has been conducted in the select organization by interviewing 30 respondents, on the basis of which necessary corrections were made

in the questionnaire. For the purpose of administering the questionnaire, a sample of 265 respondents has been selected following stratified sampling method. The sample consists of 75 respondents (20%) out of 375 employees' in the category of Technical workmen, 85 respondents (5%) out of 1661 employees' in the category of Non-technical workmen and 105 respondents (2%) out of 5257 employees' in the category of O & M Construction and others from the EPDCL in AP Transco. The secondary data has been collected from the records and annual reports of AP Transco, Training Centers, Research Articles, Periodicals and Magazines and industry websites.

ANALYSIS OF THE STUDY

Socio Economic Characteristics of Employees

The social base of employees is an important factor influencing the pace of economic development. In order to build up a stable, harmonious and productive work force for the industry in the long run, it is essential to understand the socio-economic background of the select organization viz., Eastern Power Distribution Company of A.P. Limited. Factors such as age, education, marital status, type of family and nativity etc., of employees have a direct bearing on the functioning of the organization. Hence, attempt has been made to analyze the socio-economic aspects of employees.

Sex

In olden days, women used to attend to domestic activities only. But now- a- days they also seek employment on par with men. Classification of respondents by sex is shown in (Table No :1)

The above table shows that 222 employees (83.78 percent) were male and 43 employees (16.22 percent) were female respondents. Male domination is quite discernable.

Education

The level of education is an important factor in building up strong and stable labour force needed by industry. Hence, it is useful to understand the educational background of employees working in EPDCL. An attempt has been made to identify the level of education with the help of (Table No :2)

The above table revealed that 57 employees (21.52 percent) were graduates in technical education and 56 employees (21.13 percent) were general degree holders. As many as 45 employees (16.98 percent) studied up to plus two level. 37 employees (13.96 percent) were post graduates in technical education i.e., M. Tech. and 28 employees (10.57 percent) were general PG degree holders. 36 employees (13.58 percent) had education only SSC. The remaining 6 employees (2.26 percent) had professional studies like Chartered Accountancy, Institute of Cost and Works Accountancy and Company Secretary ship.

Table 1. Classification of Respondents by Sex

Sex	No. of Respondents	Percentage
Male	222	83.78
Female	43	16.22
Total	265	100.00

(Source: Primary data)

Table 2. Level of Education

Education Level	No. of Respondents	Percentage
SSC	36	13.58
Intermediate	45	16.98
Degree General Technical	5657	21.1321.52
PG General Technical	2837	10.5713.96
Professional	06	2.26
Total	265	100.00

(Source: Primary data)

Age Composition

Any organization big or small needs strong, energetic and dynamic work force in the productive age group. It is an important variable because it has direct relation with one's mental maturity and the consequent awareness about what is going on in the society. This analysis is useful to estimate the number of currently working employees in the different age groups are shown in

Table 3. Age Composition of Respondents

Years	No. of Respondents	Percentage
Below 30	46	17.36
30-40	88	33.21
40-50	93	35.09
50 & above	38	14.34
Total	265	100.00

Average Age = 39.65 years

The above table shows that the highest number of employees (35.09 percent) belongs to 40 – 50 years age group one- third were found in the 30 – 40 years category, while, 46 employees (17.36 percent) were below 30 years. And remaining employees (14.34 percent) are in the group of above 50 years. The average age of employees in the study is 39.65 years.

Marital Status

Marital status of employees plays a key role in entering into organization along with other personal characteristics like age, education, caste etc. It denotes the support they receive from their family members. The marital status of employees has been studied with the help of (Table No : 4)

The above table shows that 206 employees (77.74 percent) were married, 37 employees (13.96 percent) were unmarried, 14 employees (5.28 percent) were widowed and remaining 8 employees (3.02 percent) were divorced. Most of the employees are married in the organization.

Type of Family

In urbanized India, nuclear families are quite common while in rural India there are still joint families and extended families. Joint family is considered to be a characteristic of the institutional structure of Indian society. In the Indian context, it is felt that industrialization disintegrated the traditional system of joint family. Employees' family position is shown in (Table No:5)

Table 4 Marital Status

Marital Status	No. of Respondents	Percentage
Married	206	77.74
Unmarried	37	13.96
Widowed	14	5.28
Divorced	08	3.02
Total	265	100.00

Table 5 Type of Family

Type of Family	No. of Respondents	Percentage
Joint	146	55.09
Nuclear	119	44.91
Total	265	100.00

Source: Primary data

The above table indicates that majority of the respondents (55.09 percent) belong to joint family and 119 respondents (44.91 percent) belong to nuclear family. In a society dominated by joint family system, the rise of nuclear families can be noticed.

Annual Income

The status and standard of living of a person are determined by the income he/she has. Generally, the main source of income of respondents is salary. But some employees may have other sources of income like agriculture, house property etc. The annual income of the respondents is shown in

Table 6 Annual Income

Income (Rs.)	No. of Respondents	Percentage
Below 100000	47	17.74
100000 – 200000	54	20.38
200000 – 300000	71	26.79
300000 – 400000	38	14.34
400000 – 500000	31	11.70
Above 500000	24	9.05
Total	265	100.00

(Average Annual Income = Rs. 2, 59, 057/-)

It is observed that 71 respondents (26.79 percent) have annual income rating between Rs. 200000 – 300000 followed by 20.78 percent between Rs. 100000 – 200000. While 47 employees (17.74 percent) have annual income upto Rs. 100000, 38 employees (14.34 percent) have annual income that lies between Rs. 300000 – 400000. This is followed by 11.70 percent whose income lies between Rs. 400000 – 500000. The remaining respondents (9.05 percent) have an annual income above Rs. 500000. The average annual income of employees in the study is Rs. 259057.

EMPLOYEES' PERCEPTION

Having examined the training practices in the various departments of EPDCL, an attempt is made here to know the opinions of the respondent employees with regard to the changes that have been effected in training

and development by management in the respective departments. Table 7 discloses the opinions of employees about the changes took place in their organization. (Table No : 7)

Among the total respondents, 46.04 percent expressed that their managements introduced latest technology in some of their routine operations planning for further technological changes in other departments. Among the quality of goods and services and to compete with rival competitors, more production and cost reduction are the important challenges before the management. Among the total respondents, 36.27 percent of the respondents reported that their management introduced computerization and 17.69 percent of the respondents also accepted the mechanization took place. These respondents also expressed that the introduction of computers in their organization created fear among the employees especially in the administration.

Table 7 Employees' Opinion about Different Technical Changes in their Organization

Different Technical Changes	No. of Respondents	Percentage
Introduction to Latest Technology	122	46.04
Computerization	96	36.27
Mechanization	47	17.69
Total	265	100.00

(Source: Primary data)

Training Programmes Needed

Training is used primarily to teach how to do their current jobs. A trainer, supervisor, or a co-worker serves as the instructor. In this method, the employer can provide training on the job which can be secured only through experience. Changes in technology make goods and services 'cheaper'. This leads to time, the HRD should take care of outdated training methods and to go for institutional and skill development programmes on long term perspective. Table 8 shows the opinions of respondents about the training programmes needed.

Table 8 Employees' Opinion about the Training Programmes Needed

Training Programmes	No. of Respondents	Percentage
On the Job Training	189	71.32
Institutional Training	70	26.42
Others (Not Applicable)	06	2.26
Total	265	100.00

(Source: Primary data)

Among the total respondent employees, 71.32 percent felt that on the job training helps them increase their skills and ultimately leads to more and quality production in their organization. Off-the-job training programmes also help the employees to learn latest skills, talents and exposure to new techniques and styles in their work place. Institutional training is designed to enhance interpersonal skills. This type of training can be used to develop desired behaviours for future job responsibilities. Participants in the institutional training programmes seek to improve their human relations skills by better understanding themselves and others. Among the total employees, 26.42 percent wanted training in some reputed and relevant training institution.

Frequency and usefulness of Training Programmes

Competence building of the employees has become a key feature in the present structural adjustment process. Therefore, organization has started spending huge amounts towards formal training programmes. Emphasis on training programmes has increased in the process of liberalization and with the entry of global companies who would hire better educated and well trained employees by offering better pay packets and other benefits. Table 9 shows that the opinions of respondents regarding frequency of training programmes arranged by their management in terms of frequently, now and then and rarely.

Table 9 Employees' Opinion about Training Programmes Arranged by Management

Frequency	No. of Respondents	Percentage
Frequently	41	15.47
Now and then	141	53.21
Rarely	83	31.32
Total	265	100.00

(Source: Primary data)

Out of the total respondents, 15.47 percent opined that their managements arranged training programmes frequently. Department wise, it may be noted that in EPDCL a few employees only acknowledged the frequent conduct of training programmes. 53.21 percent of employees expressed that the training programmes

were arranged now and then, because of inadequate budgets for training programmes. Regarding its usefulness 213 respondents (80.38 percent) opined that training programmes are useful to some extent in EPDCL followed by 46 respondents (17.36 percent) who expressed that their opining on training programmes in EPDCL are very much useful to employees.

Specific Benefits of Training Programmes

The facilities provide by the organization during the training programmes definitely enhance the effectiveness of the training programme and trainees should be comfortable in other aspects like loading and boarding while they are in training. Only when they are felt comfortable they can concentrate well on the course and contents of the training. An attempt is made now to find any form the respondent employees the specific benefits of the training programmes are shown in

Table 10 Employees' Opinion about Benefits of Training Programmes

Benefits	No. of Respondents	Percentage
Working skills increased	141	53.21
Productivity increase	34	12.83
More Job satisfaction	22	8.30
Greater awareness	20	7.55
Increasing promotions	42	15.85
Others (NA)	06	2.26
Total	265	100.00

(Source: Primary data)

It may be observed from the about table that out of the total respondent employees, 53.21 percent employees expressed that the training arranged by the management helped increase their skills and 12.83 percent employees expressed that the training programmes led to increase in productivity. The employees also expressed that after attending the training programmes their job satisfaction also increased (15.85 percent) and inspired to work more. Awareness of the respective jobs is also another benefit which the trainees achieved through attending training programmes.

Problems faced by Employees in Attending the Training Programmes

Problems faced by the employees' in attending the training programmes as opined by the respondents are shown in

Table 11 Problems in Attending Training Programmes

Problems	No. of Respondents	Percentage
Heavy workload in the office	111	41.89
Unsuitable timings	27	10.19
Frequent disturbances by boss and peers through phone calls	91	34.34
Too many participants	36	13.58
Total	265	100.00

(Source: Primary data)

Out of the total respondents, 41.89 percent respondents faced the problems of heavy workload in the office in attending the training programmes. 34.34 percent of respondents faced the problem of frequent disturbances by boss and peers through phone calls in training programmes. 13.58 percent of respondents faced problems of too many participants and the remaining 10.19 respondents faced problems of unsuitable timings in the training period.

Methods of Training Programme

The success of training programmes depends to a large extent on the method of delivery of the programme. Different training methods are used depending on the

target group, objectives and scope etc., while some of the methods are traditional others are modern. The frequency with which a particular method is applied also has a bearing on the effectiveness of the programme. EPDCL is using the following techniques to train its employees are shown in (Table No: 12.)

As can be seen from the above table, Lecture method is still considered to be very popular and often used in training programmes. According to weighted score of 30.99 percent of respondents, this method was used often and it's followed by group discussion method with weighted score of 18.19 percent. Another method often used is quiz method (weighted score of 17.67 percent). Case analysis and role play were also used some

times (weighted score of 16.75 percent and 16.40 percent respectively). Most probably these methods were used where the nature of the programme and content necessitated their application. Though traditional in nature, lecture method was used, invariably in all methods.

Table 12 Methods of Training Programme

Methods	Ranks					Weighted Score	Rating	Rank
	1	2	3	4	5			
Lecture Method	128	98	38	34	18	1232	30.99	1
Role play Method	28	17	68	78	84	652	16.40	5
Case Analysis	30	35	57	64	77	666	16.75	4
Group discussion Method	55	30	60	51	46	723	18.19	2
Quiz Method	24	85	42	38	40	702	17.67	3
Total	265	265	265	265	265	3975	100.00	

(Source: Primary data)

Need for Performance Appraisal

The respondent employees were asked whether there is a need for appraisal system in the organization with a view to understand the extent to which they appreciate it. Table 13 reveals that the employee opinion about the need for performance appraisal.

Table 13 Need for Performance Appraisal System

Response	No. of Respondents	Percentage
Yes	242	91.32
No	23	8.68
Total	265	100.00

Out of the total respondents, an over-whelming majority of respondents 91.32 percent admitted the need for appraising the performance in the organization. However, 8.68 percent of employees opined to the contrary. They expressed the fear that the appraising authorities may show bias or favouritism in the appraisal of employees' performance. However, if sufficient care is taken, performance appraisal will help in assessing the existing employees for their future development as well as the organization.

Criteria of Performance Appraisal

Performance appraisal plays a very crucial role in the organization. It is important factor for the management to know the potentiality of the employees and this system will be crucial in increasing morale of the employees when the appraisal system is systematically planned. The opinion of the respondents regarding the appraisal criteria is shown in

Table 14 Opinion on Criteria of Performance Appraisal

Criteria	No. of Respondents	Percentage
Output/Performance	111	41.89
Employee behaviour	83	31.32
Employee characteristic	55	20.75
Training received	16	6.04
Total	265	100.00

(Source: Primary data)

Out of the total sample, 111 respondents (41.89 percent) felt that output/performance should be the main criterion for the appraisal, followed by 31.32 percent respondents who opined that it should be based on employee behaviour. Employee characteristic is mentioned by 55 respondents (20.75 percent) as the main criterion for the appraisal, while 16 respondents (6.04 percent)

felt that the training received by an employee should constitute an important part of appraisal. It is clear from the above that the respondents prefer more objective criteria like output and behaviour rather than the employee traits.

Mode of Rating Employees Performance

In the present study, the researcher required the respondents to make self assessment of their

performance in the organization. They were required to give ratings of their performance in terms of excellent, good and satisfactory. Mode of rating of employees' performance is shown in

Table 15 Mode of Rating of Employees' Performance

Employees' Performance	No. of Respondents	Percentage
Excellent	111	41.89
Good	132	49.81
Satisfactory	22	8.30
Total	265	100.00

(Source: Primary data)

The above table reveals that the highest segment of employees (49.81 percent) rated their performance as 'good'. While 41.89 percent of the respondents considered their performance as 'excellent', a few respondents (8.30 percent) rated their performance as 'satisfactory'. If self rating of performance is to be accepted, the above results show that 90 percent of employees placed themselves in the brackets of good and excellent performance.

Obstacles for High Performance

The design of performance appraisal system often contributes to several challenges emanating from the environment or people. They indeed, remain as blocks in the achievement of higher level of performance. They need to be identified for being able to take appropriate measures for removing them. It is in this context, the researcher made an attempt of find out from the respondent employees the obstacles standing in the way of achieving high performance. Among others, there are mainly three significant factors hindering high performance as opined by respondents in

Table 16 Obstacles for High Performance

Opinion	No. of Respondents	Percentage
Poor working conditions	98	36.98
Outdated Plant & Machinery	32	12.08
Traditional methods of training	15	5.66
Poor guidance by superiors	66	24.91
Lack of latest technology	54	20.37
Total	265	100.00

(Source: Primary data)

As can be seen from the table among others, there are mainly three significant factors as opined by respondents. They are poor working conditions (36.98 percent), poor guidance by superiors (24.91 percent), and lack of latest technology (20.37 percent). The other factors include outdated plant and machinery (12.08 percent) and traditional methods of training (5.66 percent). Therefore, the management should pay attention and initiate appropriate measures for removing the obstacles.

Who should Appraise Performance?

An employee performance appraisal is a systematic, orderly and objective method of evaluating the present and potential ability of the employees in the organization. Today, there are different practices followed like internal appraisal by superiors, self appraisal, outside appraisal etc., each with its own merits and demerits. What do the respondents say in this respect? An attempt is made here to seek their opinions which are shown in Table 17.

Table 17 Opinion on who should Appraise Performance

Appraisers	No. of Respondents	Percentage
Immediate Superior	169	63.77
Personnel Department	75	28.30
Self	-	-
Outside Agency	21	7.93
Total	265	100.00

(Source: Primary data)

It can be seen from the above table that Who should Appraise Performance?

Who should Appraise Performance?

169 respondents (63.77 percent) expressed that their performance should be assessed by their immediate superior. While, 75 respondents (28.30 percent) expressed that their performance should be assessed by personnel department, no one favored self-appraisal. A few respondents (7.93 percent), however, expressed that their performance should be assessed by an outside agency to make it more objective.

Periodical Intervals of Performance Appraisal

How frequently should the performance appraisal be carried out is, in fact, an important to be decided carefully keeping in view the conveniences and constraints. Too frequently appraisals may result in costs and interruptions and times, may not serve any useful purpose. In this background, an attempt has been made to elicit the view of the respondents' regarding the desirable periodicities of appraisal are shown in Table 18.

Table 18 Opinion about Periodicity of Performance Appraisal

Periodicity	No. of Respondents	Percentage
Monthly	15	5.66
Quarterly	30	11.32
Half-yearly	85	32.08
Annually	135	50.94
Total	265	100.00

The above table indicates that half of the percent of respondents felt that appraisal should be done annually. The next highest section of the respondents accounting for nearly one-third preferred half yearly appraisal. This is followed by 11.32 percent of the respondents who favored quarterly appraisal and the remaining 5.66 percent of the respondents considered monthly appraisal desirable in the organization. It can be inferred from the above analysis that most of the employees opted for a longer periodicity of either yearly or half-yearly appraisal.

Salary Levels in APEPDCL - Compared to Similar Organizations

Salary levels tend to differ from one industry to another industry and from one organization to another. Employees have a tendency to make comparison of their salaries to that of their counterparts in similar organizations. Employees' feeling of equity depends on this. Therefore, let us examine the salary levels prevailing the select organization and how do employees perceive their salaries in comparison with similar other organizations. Their opinions are given in Table 19.

Table 19 Employees' Opinion on their Salaries Compared to those in Similar Organizations

Opinion	No. of Respondents	Percentage
Equal	165	62.26
Higher	14	5.28
Lower	56	21.13
No opinion	30	11.32
Total	265	100.00

Source: Primary data

As many as 62.26 percent of the respondent employees opined that their salaries are equal to that of similar other organizations. Around one-fifth of the employees felt that they are getting lesser salaries. A tenth of the respondents were found to have no opinion on this. We can understand that majority perceived their salaries to be on par with their counterparts in similar other organizations. A little more than half of the respondents are covered under a regular pay scale

but are kept in the bracket of consolidated payment (19.62 percent) or in a category in which basic pay and Dearness Allowance (28.30 percent) only are given. This is because some of the employees covered in the study are temporary employees and a few are working on contract basis.

Linking of Salaries with Performance

In this present competitive world, the managements of EPDCL is faces challenges from domestic and global competition in quality, quantity, spectrum of products

and services and also expects more production from employees. In order to get higher performance, employers attempt to link salaries with performance. EPDCL is also trying with the idea of performance based salaries. In this context, if such attempt should be made by EPDCL and what is the opinion of the respondent employees is taken into consideration is shown in

Table 20 Employees' opinion about linking of Salaries with Performance

Opinion	No. of Respondents	Percentage
Agree	117	44.15
Disagree	148	55.85
Total	265	100.00

(Source: Primary data)

Out of total respondents, 44.15 percent opined that salaries should be linked with performance. But 55.85 percent of the employees disagreed. But management's view point is that labour cost can be controlled if only the wages and salaries are linked to employees' performance and competence. Since, many employees appear to be disagreeing, the management should be a little cautious in this regard.

Salary as a Motivator

Salary is often, said to be an important motivator at least in developing countries. In this background, employees' opinion on the motivational effect of salary to work efficiently in the organization is shown in

Table 21 Employees' Opinion on Salary as a Motivator

Opinion	No. of Respondents	Percentage
Good Salary	57	21.51
Good Environment	138	52.08
Regular Payment of Salary	70	26.41
Total	265	100.00

(Source: Primary data)

More than one-half of the respondent employees opined that they get motivated by good environment rather than salary. But 26.41 percent of the employees viewed that regular payment of salaries makes them work more efficiently. The remaining 21.51 percent of the respondent employees opined that good salary encourages them to work more efficiently. It can, therefore, be understood that good work environment is very important apart from regularity and payment of good salary.

Respondents' Assessment of Employee Welfare

The opinions of employees have been obtained regarding various aspects of employee welfare as shown below Table 22 discloses the opinion of employees through their rating of welfare as high, moderate and low.

Table 22 Rating of Employee Welfare by Employees' in their Organization

Rating of Employee Welfare	No. of Respondents	Percentage
High	15	5.67
Moderate	81	30.57
Low	169	63.76
Total	265	100.00

(Source: Primary data)

Among the total respondents, majority (63.76 percent) rated the welfare in their organization to be 'low' while, nearly one third considered this to be 'moderate'. The high rating of welfare was given by one-eighth of the respondents.

Managements' Concern for Employees Welfare

From time to time the unions in these organizations projected the demand to increase the welfare amenities

before the managements. However, the managements delayed the union's expected level of welfare measures with a view to keep the burden low without giving it up altogether. In the present conditions also, the managements are forced to implement certain welfare as a statutory obligation and some with a concern for employee well being. Table 23 reveals the employee opinion about the labour welfare in this organization.

Table 23 Employees' opinion about Managements' Concern for Employee Welfare

Particulars	No. of Respondents	Percentage
Actively promotes employee welfare	21	7.92
Neglecting employee welfare	163	61.51
Take purely legal obligations of employee welfare	81	30.57
Total	265	100.00

(Source: Primary data)

Out of the total respondents, 7.92 percent expressed that their managements are actively promoting labour welfare. After introduction of reforms and its reflections on HR, the employees and their unions opined that the managements are neglecting labour welfare, as evidenced by 61.51 percent of the respondent employees who held this opinion. About 30.57 percent of the respondents pointed out that their managements were confining labour welfare purely to legal obligation. After introduction of reforms, the unions gained the impression that managements are neglecting employee welfare.

Specific Changes in Welfare Legislation

In the present study the researchers made an attempt to know the employees' view about the specific modifications in the welfare legislation.

Table 24 Employees' views about how to modify the Welfare Legislation

Particulars	No. of Respondents	Percentage
The welfare laws to be matched to present scenario	161	60.75
All laws to be implemented strictly	28	10.57
Reduce the rigidity of existing laws	13	4.91
Amendments have to be brought about to increase labour welfare further	63	23.77
Total	265	100.00

(Source: Primary data)

Table 24 reveals the views of the employees that the welfare laws are to be matched to the present scenario, as felt by 60.75 percent of the total respondents. The employees (10.57 percent) also had another proposal that the existing laws be implemented strictly by the employers. While 4.91 percent of total respondent employees expressed the need to reduce the rigidity of labour laws, 23.77 percent of employees expressed that amendments to the existing labour laws have to be brought about to increase labour welfare further. However, the govt. business employers have to amend or make new laws for the benefit of employers as well as employees keeping in view the need for speedy industrialization process in the country to keep pace with the changing industrial trends.

SUGGESTIONS

Apart from the above observations, the following suggestions have also been made. The APEPDCL has been covering a majority of the respondent employees through training programmes continuously for upgrading the skills of its employees. However, care should be taken to cover the training programmes to all cadres of

employees in the light of growing competition in the power station. In order to provide core competency among the people the management of utility system should upgrade the content duration and the activity of further training programmes. This must be identified on the basis of the need and must be organized on a continual basis. Evaluation of training programmes at all levels must be scrupulously observed to see that the knowledge and skills are transferred to the job and result in increased efficiency and productivity.

The employees must be informed of the criteria of the appraisal and the results of the appraisal including the strengths and weaknesses of performance. It must be viewed as a HR device and as a means of enabling their employees to improve their performance and competencies. The appraisal system must be properly integrated with promotions, reward system, growth and opportunities of the employees. This is very much laudable with reference to its aims and objectives that the real implementation of this in its true spirit will not only boost the morale of its employees but also has a direct bearing on their productivity.

Performance of employees in any organization depends on the policies, procedures and welfare facilities

adopted by the organization. The effective and efficient policies and welfare facilities make the employee to perform the job better, which leads to effectiveness of the organization.

The primary objective of every management is to provide better working facilities to the employees in the interest of obtaining speedy, safe and efficient work. The management of the APEPDCL has been fully committed to provide a wide range of welfare facilities – both statutory and voluntary. The APEPDCL is not merely confined to provide welfare activities as per Factories Act, 1948. It is stretching its hands to provide full range of amenities that may improve health and living standards of the employees.

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FDI IN INDIA: OPPORTUNITIES AND CHALLENGES IN LOGISTICS INDUSTRY

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ABSTRACT

In an emerging economy like India, transport and logistics services play a crucial role in boosting economic growth, opening new market opportunities, facilitating trade and improving the overall competitiveness of the domestic industries. Prior to 1991, India followed a closed-door policy. During that time, the government was the main provider of transport services. Although there was some private participation in certain transport and logistics services such as trucking services and freight forwarding, the scale of private investment was low and the logistics chain was highly fragmented. Prolonged government monopoly led to monopoly-induced inefficiencies and low productivity. In the 1990s, when India embarked on an ambitious reform programme, trade volumes increased but the transport infrastructure was inadequate to handle it. Moreover, government funding could no longer support the growing need for transport and the sector was gradually liberalised to attract private/foreign investment. Increase in trade volumes also led to considerable pressure on the operating environment of the existing transport infrastructure, forcing it to adopt new, improved and more reliable technology. Technological developments and innovative business practices led to a gradual integration of different modes of transport and the logistics chain. Thus, India is under continuous pressure to upgrade the transport and logistics infrastructure. Unlike countries like China, government investment in transport is declining and the share of private investment is increasing. Foreign investment in the transport and logistics sector also increased significantly. This sector accounted for around 14 per cent of the cumulative Foreign Direct Investment (FDI) inflows between April 2000 and April 2010.

INTRODUCTION

The growing Indian market has attracted many European companies that are now among the major investors in the transport and logistics sectors in India. They operate across different segments of transport such as transport-related construction, automobile and component manufacturing, freight forwarding and express delivery. The Indian logistics industry is likely to continue its growth momentum in 2011 as in the previous year and the sector is forecast to witness a consolidation wave in the coming months in view of the reviving fortunes of the sector with booming end-user industries. In 2010, the Indian logistics segment accounted revenues of about \$82.10 billion, witnessing a growth of about 9.2 percent over the previous year, driven by strong growth of key manufacturing industry sectors. For the era 2010-2020, the Indian logistics market is likely to witness consistent annual growth of around 8-9 per cent and reach to the revenue level of about \$190-200 billion by 2020. This target will be achieved with the help of steady growth of the economy and major industries like engineering, pharmaceuticals, automotive, food processing and others.

LOGISTICS IN INDIA

India has hardly been able to position itself on the economic market despite its favorable location between

Asia and Europe and a populace of 1.21 billion. The World Bank in its Global Logistics Report, 2007 has ranked India 39 among 150 .

OPPORTUNITIES IN LOGISTICS IN INDIA

The transport and logistics sector in India witnessed significant growth in the post-liberation period. Since 1991, Indian's international trade has increased almost nine-folds, creating a huge demand for transport. This growth was further propelled by the development of India as a manufacturing hub and the growth of services sectors like retail. At present, the transport sector contributes significantly to India's Gross Domestic Product (GDP) (around 6.4 per cent in 2007-08), employment (about 40 million people in 2007-08) and FDI inflows (Table 2.1). The logistics industry is valued at approximately \$90 billion (• 63.83 billion), employing 45 million people and growing at the rate of 30-40 per cent per annum. It is expected that the demand for transport and logistics will continue to grow as the Indian economy is on a high growth trajectory, the domestic market is unsaturated and the country needs investment in transport infrastructure. The overall logistics market is estimated to reach a size of over \$125 billion (• 88.65 billion) by the end of 2010.

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Table: cumulative FDI inflows in the Transport sector: April 2000 – April 2010

S.No.	Sector	amount of FDI inflows (in billions)		per cent share in India's Total FDI inflows
		(in •)	(in \$)	
1.	Construction Activities	5.77	8.14	7.19
2.	Automobile Industry	3.27	4.61	4.16
3.	Ports	1.15	1.62	1.33
4.	Sea transport	0.49	0.69	0.63
5.	Air transport (including Air Freight)	0.17	0.24	0.21
6.	Earth-moving machinery	0.09	0.13	0.11
7.	Railways-related components	0.08	0.11	0.10
Total inflows		11.03	15.55	13.73
India's Total FDI inflows		79.77	112.47	

(Source: DIPP Fact Sheet on FDI - From August 1991 to April 2010. Government of India, http://dipp.nic.in/fdi_statistics/india_FDI_April2010.pdf

Note: Figures are calculated using the average exchange rate for fiscal year 2009-10: \$1 = ₹0.7092. Source: www.oanda.com)

For domestic transportation, road transport is the dominant mode of transport accounting for over two-third of the contribution of the transport sector to the GDP. Around 90 per cent of India's international trade is through maritime transport, most of the remainder is through air transport, and less than one per cent is through roads and railways with neighbouring South Asian Association for Regional Cooperation (SAARC) countries like Bangladesh, Nepal, Bhutan and Pakistan with whom India shares land borders.

Over the years, the transport industry has been undergoing structural changes and modernisation. Bulk cargo has been replaced by containerised cargo and multimodal transportation has developed. Companies now provide integrated logistics services and the use of Electronic Data Interchange (EDI) and Information Technology (IT) has improved the operational efficiency of this sector. There has been a decline in obsolete assets, and improvements in the self-financing capacity of the sector and commercial management of transport assets and operations. Use of sophisticated technology requires integrated service providers and skilled personnel, which can provide services across the value chain. The fragmented market in certain segments such as trucking is gradually becoming consolidated.

The share of road transport increased from 50 per cent of freight traffic and 80 per cent of passenger traffic in 1990-91 to 65 per cent of freight traffic and

85 per cent of passenger traffic, respectively, by the end of 2006-07. It includes roads and bridges, railways (including metro rail), ports, airports and storage.

ROBUST TRADE GROWTH

Strong economic growth and liberalization have led to considerable increase in domestic and international trade volumes over the past five years. Consequently, the requirement for transportation, handling and warehousing is growing at a robust pace and is driving the demand for integrated logistics solutions.

GLOBALIZATION OF MANUFACTURING SYSTEMS

Globalization of manufacturing systems coupled with advancements in technology are increasingly compelling companies across verticals to concentrate on their core competencies and avail the cost saving potential of outsourcing. This is expected to contribute to an increase in the need for integrated logistic solutions, which is the niche of every Third Party Logistics Service ("3PL Services") provider.

FDI REGULATIONS IN THE INDIAN LOGISTICS INDUSTRIES

Historically foreign investors in the indian logistics industry have entered the market either by investing in green field core infrastructure projects (such as ports) setting up subsidiaries or joint ventures in india or through acquisitions. Partnering with or acquiring with existing companies offers international logistics companies ready access to an existing network and customer relationship.

In this part of our study, we focus on how foreign companies and investors can participate in the indian logistics. Regulation in the indian logistic industry permit 100 percent foreign direct investments (FDI) in most sub-segments. Foreign investors can also enjoy

benefits such as tax breaks and incentives when investing in key sub-sectors such as cold storage, agricultural warehouses and free trade warehousing zones.

TAX INCENTIVES FOR FOREIGN INVESTORS IN INDIAN LOGISTICS INDUSTRY

The Indian government, with a view to attract investments in infrastructure and the logistic industry, has introduced various tax incentives either the form of profit-linked incentives or capital based deductions.

Some of the key incentives available to foreign investors are

- 1) **FOOD PROCESSING:** Business of processing, preservation and packaging of fruits and vegetables and meat product or poultry or marine or dairy product or form the integrated business of handling, storage and transportation of food grains and the amount of tax deduction will be 100% of the profits for the first 5 years , 30% of the profit for the next 5 years.
- 2) **COLD CHAIN FACILITY:** Setting up and operation of cold chain facilities on or after 1st April 2009, the amount of deduction will 100% on capital expenditure incurred during the year.
- 3) **WAREHOUSE FACILITY:** Setting up and operating a warehouse facilities for the storage of agricultural produce- 100% deduction of capital expenditure during the year.
- 4) **SPECIAL ECONOMIC ZONES:** An undertaking engaged in development of SEZ will be allowed 100% deduction of profits derived from such business for ten years.

The Indian government is planning the introduction of a direct tax code (DTC) effective 1st April, 2011. Under a recent draft of the DTC, all the above incentives offered to the logistic sectors will continue to apply

CHALLENGES IN INDIAN LOGISTIC INDUSTRY

Different studies have indicated that the logistics industry in India is valued at about 13-14 per cent of the gross domestic product (GDP), while in developed nations, especially in the US, it ranges between seven to eight per cent of their GDPs. This is a clear indication that Indian consumers are forced to pay avoidable costs for more logistics expenses and post-harvest losses

A study by Deutsche Post DHL and the Organisation of Pharmaceutical Producers of India last year had revealed that the time taken for a hypothetical one-way trip covering 300 km in India was between 24 to 36 hours. But the same in China would take less than 18 hours and in EU between 8 to 10 hours. While trucks in India log an average of 200 kms a day, those in China and Japan cover 600 kms and 800 kms,

respectively. Thus, while the FDI in retail is expected to see some more debate in the ensuing Parliament session, its positive impact on supply chain logistics cannot be ignored.

The foreign investor should evaluate the following when planning an Indian market entry:

1. UNDERSTANDING THE INDIAN LOGISTICS MARKET

IIT Delhi, Professor and Head (retd) Department of Management Studies, Rajat K Baisya said: "India is a difficult market. In order to sustain and be a success they (Walmart and the like) will have to invest in supply chain, improve efficiency, reduce wastage, and that might help". So the foreign companies need to understand the fundamental attractiveness of and opportunity in various segments - in terms of size and growth prospects, competitive intensity, and ability of customers to pay and accept better quality of the service.

2. KEY RISK

Organization building risk- the logistics industry in India is severely labour constrained at all levels- including workers and management.

3. Logistics in India is often the cash incentive business and this has led some companies to improperly account for this cash and understate or overstate profits.

4. Some project lack the appropriate land and environment clearances, therefore running the risk of closure or penalties

Inadequate warehouses and cold storages and poor road and rail transportation are some of the red flags in the Indian logistics landscape.

CONCLUSIONS

Globalization, consolidation, technology advancements and outsourcing have only led to growth in the logistics services market and this industry will continue to evolve in the coming years. Firms can enhance their market competitiveness by reducing their logistics costs, thus lowering the total costs of goods and services. Any impetus to improve the competitiveness of the firms at the national platform would enable the nation to register a dynamic economic performance in a global environment. India has got a huge opportunity of reducing its national logistics cost by studying and benefiting from other success stories. This would include upgrading the macro logistics infrastructure to world class standards and by providing a facilitative role to the SME players in the logistics sector to improve their service level competitiveness. The effect of the referred improvement would substantially provide a ripple effect in the larger canvas of the country's logistics development thereby acting as a catalyst in reducing the national logistics cost.

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ENTREPRENEURSHIP & OPPORTUNITY RECOGNITION IN SMALL SCALE SECTOR- EMPIRICAL PLAN ON AQUACULTURE WITH PRINCIPAL FORM OF FISH FARMING

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ABSTRACT

Millions of people around the world find a source of income and livelihood in the fisheries sector. The most recent estimates indicate that in 2010 there were 54.8 million people engaged in the primary sector of capture fisheries and aquaculture. Of these, an estimated 7 million people were occasional fishers and fish farmers (of whom 2.5 million in India, 1.4 million in China, 0.9 million in Myanmar, and 0.4 million each in Bangladesh and Indonesia). More than 87 percent of all people employed in the fisheries sector in 2010 were in Asia, followed by Africa (more than 7 percent), and Latin America and the Caribbean (3.6 percent). Approximately 16.6 million (about 30 percent of all people employed in the fisheries sector) were engaged in fish farming, and they were even more concentrated in Asia (97 percent), followed by Latin America and the Caribbean (1.5 percent), and Africa (about 1 percent). This article presents an analytical approach for thinking about the economic potential for offshore aquaculture. We review basic economics of aquaculture and discuss major factors which might affect the costs, prices, profitability, and competitiveness of such an industry

Key words: offshore, Asia, competitiveness..

"A healthy small business sector is more than a reflection of national well being; it is an active force for change. Half of all the major innovations in the past 30 years were generated in small companies. The result of all this innovative activity is new companies and more employment for our workers"

(Reagan, 1987)

1. INTRODUCTION

1.1 Small Scale Sector

The small scale sector has acquired an important position in the economic structure of India. Small Scale Industries are contributing vibrantly towards economic development and removal of economic disparities among the cross section of society.

Over the years small sector in India has compressed of a widely divergent spectrum of Industries. It includes Micro & rural enterprises using rudimentary technology & modern units including sophisticated technology. It contributes almost 40% of the gross industrial value added in the Indian economy. SSI Sector plays a major role in India's present export performance. 45%-50% of the Indian Exports is contributed by SSI Sector. Food products industry has ranked first in generating employment, providing employment to 0.48 million persons (13.1%). The next two industry groups were Non-metallic mineral products with employment of 0.45 million persons (12.2%) and Metal products with 0.37 million persons (10.2%). (www.dcmsme.gov.in)

It's been rightly said that healthy small business sector is backbone of any developed economy. It is contributing most to the Indian economy in the form of employment generation, Distribution of Economic Power,

Entrepreneurial development, effective utilization of local resources, balanced regional development, development of a socialistic pattern of Society (**Bhatnager & Budhiraja, 2009**).

Over 7500 different products for domestic as well as international market are produced in small scale Industries in India. Still, wide scope exists for development of new ideas, products, based on strong research. Countries like India need to focus attention on substantial contribution of this sector and make use of resources available.

The Government of India announced its policy towards the small scale sector on 6th August, 1991. The main object of this policy is to impart more vitality and growth impetus to the sector to enable it to contribute fully to the economy particularly in terms of growth & output, employment & exports. The main features of the Policy are as follows:-

- 1) Investment limits in Plant & Machinery of small scale units, ancillary units.
- 2) Emphasis to be shifted from subsidies cheap credit to adequate credit so to meet the emerging financial needs of small scale sector

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- 3) National Small Industries Corporation (NSIC) to concentrate on the marketing of mass consumption items under a common brand name. SIDO to serve as the nodal agency for promoting exports of Small Scale Units.
- 4) The Government will support the first generation entrepreneur and women entrepreneurs through special –training Programmes (**Bhatnager & Budhiraja, 2009**).

State Financial Corporation (SFC), Small-Scale Industries Development Corporation (SIDC), National Small Industries Corporation (NSIC), NABARD are some of the organizations working actively to provide financial assistance to Small Scale Industries.

Much of the discussion on small scale sector, its contribution and Government's role in its improvement would not be of much importance unless we clearly define entrepreneurship and its status in small scale Industries.

1.2 Entrepreneurship and Entrepreneur

Entrepreneurship is the art of recognizing opportunity & exploiting it or creating a new organization or revitalizing mature organization in response to perceived opportunity.

There is generally no accepted definition or model of what the entrepreneur is. Here is a definition consisting historical characteristics of entrepreneurship "risk, uncertainty, innovation, perception and change within the market system. Its activities include, but are not limited to: coordination, arbitrage, ownership, speculation and resource allocation" (**Hebert and Link, 1989**). Contemporary interpretations of entrepreneurship are thus predicated on a variant of the methodological individualism that is the hallmark of neoclassical analysis (**Davis 1998**). Whether as a single business or various businesses in the same trade, the entrepreneur became transformed into a fourth factor of production, which Marshall termed "organization" (**Stigler, 1941**).

The myth that entrepreneurs are born and not created is vanishing nowadays. Entrepreneurship Development Programmes are strengthening the hypothesis that entrepreneurs can be created too. Quality & Quantity of entrepreneurship inputs play a pivotal role in the process of entrepreneurship development.

According to Kilby, the entrepreneur performs following four major tasks

1. Exchange Relationship

- Perceiving opportunities in market
- Gaining command over scarce resources
- Purchasing inputs
- Marketing of products and responding to competition

2. Practical administration

- Dealing with public bureaucracy
- Management of human relations within the venture
- Management of customer and supplier relations

3. Management control

- Financial management
- Production management

4. Technology

- Acquiring and overseeing assembling of factory
- Upgrading process and product quality
- Introduction of new production techniques and products (**Lall & Sahai, 2008**)

2. SUPPORT TO SMALL SCALE SECTOR

Apart from 1991, Government of India policy towards small scale sector, several central & state level institutions have been set up for the development of Small Scale Industry which are also named above. For an entrepreneur to arrange for funds, the best possible source is Banks. Commercial Banks in India are contributing largely in promoting & servicing small business. Initially, commercial banks were providing assistance only for working capital requirement of SSIs but nowadays it is offering services like term loans, factoring, venture Capital, hire purchase & mutual funds.

A number of specialized SSI bank branches are being opened. Schemes like "Entrepreneur scheme, Special hypothecation Scheme" of SBI are praiseworthy.

Export-Import policy & Industrial policy also offers various supportive measures for promoting SSIs.

At Central level, various institutions are contributing for promoting SSIs. On the one side National Small Industries Corporation (NSIC) & National Institute of Small Industries Extension Training (NISIT) are taking care of marketing, raw material, research & training & consultancy need of entrepreneur on the other hand Small Industries Development Bank of India (SIDBI) is satisfying financial need, directly and indirectly. National Institute for Entrepreneurship and Small Business Development (NIESBUD) is successfully running various EDPs. Small Industries Development Corporation (SIDC) & Small Industries Marketing Corporation (SIMC) is working at state level for promoting SSI through industrial estates & long term financing with directorate of industries as state level apex body. To cater to the Districts there are various District Industries Centers.

3. PROBLEMS OF SMALL SCALE SECTOR

It can be clearly analysed that a number of helping hands are existing to support entrepreneurs in Small scale sector.

However, at the same time a number of challenges are existing in this sector.

- An important problem faced by entrepreneurs is the inadequate access to finance due to lack of financial information & lack of easy access to branches.
- Major problems faced by entrepreneurs in small scale sector are problem of standardization, competition from large scale units, poor sales promotion, poor bargaining power etc.
- Unavailability of power which leads to underutilization of capacity is another problem faced by SSI.
- Cost of products manufactured by SSI is generally high because of use of outdated technology and failure to achieve economies of scale.
- Small scale units do face high interference from the side of government agencies.
- Industrial Sickness & stiff Competition is yet another emerging problem for SSIs.

4. RECOMMENDATIONS

- In order to make finance available to entrepreneurs entering in small scale sector they should be made aware of supporting schemes available to them and more of branches should be opened in rural areas.
- Very few of government's organization are working to solve marketing problem of SSIs. Steps need to be taken to safeguard their interest.

- Making available basic supporting infrastructure like power plant, telecommunication, transportation etc is another recommendation from our side.
- Technical Assistance can be provided to entrepreneurs through Entrepreneurship Development Programmes.

5. EMPIRICAL PLAN ON FISH FARMING

Presented below is the proposed plan for starting a small business of fish farming with calculation to the maximum extent. The plan will definitely be a good solution to all those people who want to start a tiny business with handful amount of capital.

5.1 Opportunity Sensing

A fish culture is analogous to agriculture. It aims to increase by all possible means, the production of food far above the level which would be produced naturally. Like agriculture, fish culture includes the ploughing, fertilization, sowing, weed control and eradication of undesirable living organisms, their replacement by desirable species, and the improvement of these species by breeding and selection. Fish culture on a very limited scale had been practiced in China and India since as early as 600 and 350 B.C. But today this business is flourishing on a large scale and can therefore be viewed as an entrepreneurial spirit towards new business. Table presented below shows statistics which makes us sense that an opportunity exists in this field (*Aggarwal, 2007*).

Table 1 FACTS ABOUT FISHERIES

Contribution of fisheries to total GDP of the country	1.04%
Contribution of fisheries in agriculture GDP	5.34%
Total fish production in country	6.30 million tonn
Fisher's Population	14.48 million
India's rank in total fish production in world	3rd
India's rank in inland fish production in world	2nd

5.2 PRODUCT DESCRIPTION

- 1) Product is Mangoor Chingara. Product is cultivated for human consumption.
- 2) The two species dominating the market mud crabs & black tiger shrimp can be considered for future cultivation.

5.3 MARKETING & COMPETITION

- 1) Generally for marketing, farmers follow the channel of wholesalers. For this plan as well same channel can be followed.
- 2) Location for cultivation and supply is Delhi and NCR region.

- 3) Estimated Price of marketable fish will be approx. Rs. 40 & in winter it will be approx. Rs. 70.
- 4) As far as Delhi and NCR regions are concerned 3,00,000 fishes are demanded every day and only 45% are supplied. So clear conclusion can be derived that there is much scope in the market for the sale of fish.

5.4 CULTIVATION PROCESS

It involves stages as follows:

Ploughing, Fertilization, Sowing, Weed control, eradication of undesirable living organisms & their replacement by desirable species.

Improvement of these species by breeding and selection

Table2 5.5COST OF THE PROJECT

Items	Amount (in Rs)
Fixed costs	
Leased ponds (16)	9,60,000
Equipment and gears	1,20,000
Total fixed costs	10,80,000
Recurring costs	
Lime 960 kg @ Rs 7/kg	6,720
Fingerlings 4,00,000 in number @ Rs 2100 for every 1000	8,40,000
Organic manure (cow dung) 120 tons @ Rs 400/ton	48,000
Ammonium sulphate 120 kg @ Rs 6/kg	720
Insurance cost @ 4% of fingerlings & fertilizers	35,520
Transportation cost	1,20,000
Tubewell charges (144000 per annum for 8 tube well) *	36,000
Labour charges (24) *	2,92,800
Security & fencing of pond	64,000
Rice bran 3600 kg @ Rs.4 per kg	14,400
Miscellaneous Charges * *	97,600
Rent *	3,20,000
Depreciation @ 10% Per annum (on equipments & gears)**	3,000
Total recurring cost	18,78,760

(Note:- * Tubewell, Labour and Rent charges are shown for 3 months. **The depreciation on crusher machine & equipment divided by 4 months.)

Indian Government makes available 65% of total capital invested in fisheries business therefore it will be quite easy to arrange finance for entrepreneurs for this business.

5.6 TENTATIVE IMPLEMENTATION SCHEDULE Table 3

Activity	Time Period
Ploughing	1 Day
Fertilization with the help of lime	After every 15 days
Fertilization with ammonium sulphate	45 days after ploughing
Cultivation	3 months for each lot

(Note: Near about 3 days are required in taking orders and processing the same as we are dealing in a business of live stock so this time period has to be kept shorter.)

5.7 PROJECTED PROFITABILITY

Total production in the worst conditions is 70 % of the fingerlings, we started initially with i.e. 2,80,000 fishes weighted 70,000 kg sold at Rs. 40 per kg earning for us Rs. 2,80,000. Average weight of fish in 3 months is somewhere around 300gms but we are taking it as 250gms.

The profit for the 1st lot will be Rs. 9,08,240.

Approximately we will earn Rs. 2,7,00,000 in the whole year. This means over 14,000 per pond per month.

6. Conclusion

Indian Economy is aiming to become developed economy by 2020. The paper describes how small scale sector is and can play a pivotal role in Economic growth of India and how various bodies are supporting entrepreneurship in small scale sector. Some Suggestions have also been included to solve the existing prominent problems in small scale sector.

There is an urgent need to make sincere effort for strengthening small scale sector. Business plan for fish farming is also being quoted in this paper. Contribution of fisheries to total GDP of the country is 1.04%. Total fish production in country is 6.30 million tonn. Studies show that demand for fish is much more than its supply. Fish farming is one of the prospective & emerging business areas. Plan quoted has an investment of 28Lac. One can increase or decrease the amount by making an adjustment in no. of ponds etc. Future prospects of fish farming are also very bright as various breeds can be added and international markets can be covered.

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EFFECTS OF MEDIA IN EATING HABITS OF CHILDREN

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ABSTRACT

The primary electronic media sources familiar to the general public are well known as video, audio, multimedia presentations, slide presentations, Internet, Radio, TV, and Mobile. Advertising is sole of everyone's' lifestyle, and the degree of impact of adverting on children is becoming devastating day by day. Advertisements showcase the 'must haves' for a kid making them a consumer even before they have reached the age of 3. On the contrary, advertisement are educating, updating and motivating the children to learn good thing as well. Thus the objectives of this research paper are to explore both the beneficial and harmful effects of media on children's food habits, and to identify how the advertising industry can be regulated by formulating unified laws to prevent the over-exposure of children to the ad world. It is emphasizing on directing children's towards imbibing healthy food habits in them by suggesting parents to be more aware & regulating the advertisement targeted on children.

Key Words: Communication, Advertisement, Children, Electronic Media.

INTRODUCTION

The Media world is getting bigger each day, every minute and every second of the day, people are finding creative writers or designers to showcase their products in a very unique way to the final consumers to make a lasting impression on the people. The markets all over the globe are huge and it sometimes nearly becomes difficult to help recognize a genuine product, today companies are fighting to create their brand space in the markets which are so consumed and flooded by extra ordinary products, their features, their uses and of course the attractive pricing. But manufacturers often fail to note the effects of advertising on children who are stuck to television almost all the time when their parents are not around. Advertising does have good effects too, but the most prominent ones are the negative effects, which can have emotional, psychological effect on the minds of younger children in the longer run. The competitive business world has left no space, which we can call decent and humble for younger children. The following are the some of the electronic media, which influence major role on eating habits of children.

- 1) Television
- 2) Radio
- 3) Internet
- 4) Smart phones may have created a new media type
- 5) Electronic display advertising, electronic streaming billboards

Positive Effects of Electronic Media on Children

- Electronic Media makes the kids aware of the new products available in the market. It increases their knowledge about the latest innovations, in the field of technology.
- Convincing ads, which center around healthy food products, can help improve the diet of a child, if they are attractive enough.

Negative Effects of Electronic Media on Children

- Electronic media encourage the children to persuade their parents to purchase the products shown in the commercials, whether useful or not. The little ones tend to get adamant, if they are not bought the product.
- Children often tend to misinterpret the messages conveyed in commercials. They overlook the positive side and concentrate more on the negatives.
- Many advertisements in the present times include dangerous stunts, which can be performed only by experts. Even though the commercials broadcast the statutory warnings with the ad, the kids often try to imitate the stunts at home, with fatal results.
- The flashy advertisements broadcast in television generate impulse shopping in children.
- Children, after watching the glitter of commercials, often lose the ability to live a life without materialistic joy.

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- The kids usually get more attracted towards the costly branded products, such as jeans and accessories. They disregard the inexpensive, but useful, ones that are not shown in the commercials.
- Electronic media have an indirect effect on the behavior of children. They might develop temper tantrums, when deprived of the latest toys and clothes that are shown in the commercials.
- The personal preferences in clothing, toys, food and luxurious of children are altered by the advertisements, to a great extent.
- Junk foods, such as pizzas, burgers and soft drinks, are heavily promoted during children's TV viewing time. This develops a craving for fatty, sugary and fast foods in kids, thereby affecting their health adversely.

METHODOLOGY AND OBJECTIVES OF THE STUDY

Objectives of the Study:

The study has undertaken with the following objectives:

- To examine the opinion of parents regarding the impact of electronic media/ advertisements on children's eating habits.
- To study the reasons behind the purchase grant of children's demands.
- To know opinion of parents for regulating the TV Ads.
- To analyze the type of Television programs seen by children.
- To make appropriate suggestions to regulate the impact of Electronic media/ Advertisements on children and to create healthy environment to the children in relation to advertisements.

Research Design:

With the help of advertisements, companies are attracting the so called new segment in the market. i.e. children segment. This deals with various studies about the nature of the children, their likes and dislikes, parent's role in the decision making & the influence of advertising on the buying habits seen by the kids. The data collection was done using on the spot sampling in the form of personal interview. The researcher used various secondary sources for gathering data related to the research report.

Primary Data:

The use of electronic media was found to be the most reliable sources for getting information regarding technologies. The primary electronic media sources familiar to the general public are well known as video, audio, multimedia presentations, slide presentations, Mobile, Internet, TV, and Radio and so on. It is collected from the respondents with the help of interview schedule

Secondary Data:

Good amount of the secondary data is collected from books, journals, dailies, thesis and prevision research reports on the related issues. Apart from the secondary data is also collected from internet for getting the data about the various statutory rules and regulations on advertising. The data is also collected from the websites of food chains like McDonalds, Pizza hut, Dominos...etc.

DISCUSSIONS AND RESULTS

Media is a form of communication used to persuade an audience to take some action with respect to products, ideas, or services. Electronic media are media that use electronics or electromechanical energy for the end-user to access the content/ subject. This is in contrast to static media, which today are most often created electronically, but don't require electronics to be accessed by the end-user in the printed form.

The computed data shows the information on the opinion of parents on impact of advertisements on 'Eating habits' of children. It is found that about 79.00 % of parents opined that the impact is negative and only 21.00% of parents opined that the impact is positive. This is mainly due to the Electronic media, which motivate the children to consume healthy food like milk, Egg, and health drinks.

The Computed data gives the information on the opinion of parents on impact of TV ads in their purchasing decision. It is clear that nearly 60.00% of parents opined that their children aggressively demand of some food items and dominate the purchase decisions due to its electronic media/ advertisement on Television.

The Computed data presents the opinion of parents on the circumstances in which they grant the purchase demands of children initiated from electronic media/ advertisements, It is obvious that 40.00% of the parents have expressed that they allow the purchase because the products are useful and needed, 28.00% of parents allow as the product is affordable, 19.00% of parents allow as there is some innovative content, 7.00% of parents allow because owning product is status symbol and remaining 10.00% of parents allowed the purchase for no specific reason, but just to get rid of the demand of the children and irritation causing out of it.

The Computed data presents the opinion of parents on regulating the TV ads that about 92.00 % of the parents surveyed feel that there is need for regulation as far as food related Advertisements are concerned. Of these about 66.00% of parents say that, either the electronic media/ advertisements of unhealthy food products should be banned or the Ads Message should be regulated by including the warning against excess consumption. It is further found that 12.00% of parents say that all the food Ads targeting children should be

totally banned and about 22.00% of parents say that the use of children in food advertisements should be banned, as when children themselves advocate such products, it becomes difficult for the parents to convince their kids for not eating.

The Computed data indicates the opinion of parents on children eating while watching Television that around 80.00% of children watch TV while eating which may affect their food intake.

The Computed data gives the opinion of parents on the type of program children watch on TV that the type of program they generally watch on television around 75.00% of the children watch cartoon channels, 56.00% watch movies, 16.00% watch serials and especially children reality shows, and only 4.00% of children watch advertisements. The ads which are shown on cartoon Channel are invariably seen by the children and thus impact children psychology.

Findings of the Study:

- It is found that majority of parents opined that there is a definite impact of Ads on eating habits of children.
- It is found that majority of children influenced by TV advertisements.
- It is found that majority of parents purchased children's products which are needed and useful.
- It is found that majority of parents opined that ads should be banned and regulate relating to the children food items.
- It is found that generally children are watching TVs while eating.
- It is found that Children prefer to watch cartoon channels.
- It is found that In India, there are no specific advertising laws that relate to children and food related advertisements in particular.

Suggestions of the Study:

- It is suggested that Parents may educate their children about advantages of eating healthy and disadvantages of unhealthy food.
- It is suggested that Government may insist on companies to print statutory warnings on junk food & carbonated drinks like tobacco products.
- It is suggested that Government may enact advertisement laws and regulations.
- It is suggested that Government may also take care while formation of rules and regulations in advertisements taking.
- It is suggested that any food Advertisements should be scrutinized with regards to the claims they are making and the food ingredients should meet some standards laid down by recognized organization like WHO.

- It is suggested that TVs should be poses a limit on advertising time from 30 seconds to one minute.

Scope for further Study:

The present study has aimed to know the existing Ad Media on Children Eating Habits in the Society. There is a scope to study in Service Sector and also manufacturing sector and other means of media like print, direct and other media.

Social relevance of the Study:

The Society comprises of the farmers, peasants, workers, agro based industries, management, Government and general public. The present study is of much relevance to urban area by using modern Ad media.

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“TALENT MANAGEMENT CHALLENGES IN THE SERVICE SECTOR”

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ABSTRACT

As businesses look for global growth, chronic skills gaps combined with a mismatch between demand and supply of talent means that getting (and keeping) the right people in the right places at the right time has never been more challenging. HR leaders need to mobilise talent to help businesses grow. Getting talent management right means you can worry less about your talent problems and more about your business opportunities. At PwC, we use a fact based approach to help identify the specific elements of talent management which drive the most value in your business and industry.

Key words: HR leaders, business grow, talent management

Introduction

Human Resources Management in service sector has drastically changed particularly in retail telecom, banking and IT sectors. The main focus of the HRM is not complying certain govt. regulations, labour laws etc and it should be concerned with talent management. Unfortunately in all sectors including in service sectors talent management is dealing in training development that too in adhocism. According to the researcher of this paper talent management should consist of supply of educated/trained, skilled/re skilled, industry ready personnel to meet the rapid growing needs of the service sectors. This research paper attempted to examine the problem of talent management in greater depth across the service sector. The author of this article has suggested certain concrete measures for the talent management in service sectors which is totally different from the other sectors.

Objectives of the Study of Talent Management

In the absence of the appropriate talent management strategies in the service sector on one hand there will be heavy business loss and on the other hand there will be attrition of competent dedicated employees and both are highly detrimental to the business in service sectors. As of now service sectors do not have scientific talent management guidelines/manual which is a serious handicap for the development of human resources. Another notable aspect of talent management deficiency in the service sector is talent crunch at all levels which is to be seen with the type of recruitment policies relating to promotion, transfer, motivational measures, training & development.

Approach to the Talent Management

The vital/crucial aspect of talent management in service sector is the acquisition of the talent and formulating the scientific acquisition strategy. In the service sector particularly organization owned by the government there is causality. In fact this is a serious handicap for the talent management. The main reason for this is there is a very little flexibility and freedom to attract required talent from market place by attractive compensation package. As a result there is a scarcity of right human resource both at the micro as well as macro level. Acquisition as well as retention of talent employer brand is an essential factor. In this regard employer brand building has to be nurtured. In the service sector employer brand building is still in an infancy stage and to develop the same innovative HR practices have to be introduced there is a urgent need for the merited/ educated/trained youth to be retained in the service organization. Right from induction systematic/well structured training is to be imported periodically and regularly to the employees of all cadres. Immediately after the acquisition of the H.R they have to undergo approximately 6 months to 1 year. Training both theoretical as well as practical before being inducted into a practical job. Author of this article is of the opinion that to upgrade knowledge, skill and ability at the entry level itself work forces have to be trained not only in technical skill but also soft skill.

Talent Management

Immediately after the acquisition of talent organization has to give due importance to proper deployment. In this direction placement has to be ensured in

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accordance with experiences, skill interest, ability job knowledge etc. In the absence of it the result will be talent attrition which is serious threat and counterproductive. Many service institutions in the financial sectors have suffered a lot. The placement criteria should not be based on vacancy substitute / fulfillment.

The talent management services sectors there are number of challenges / issues which are to be addressed scientifically. Talent management should be given adequate attention to performance management. Regardless of seniority/age, HR department in the service sectors how to formulate attractive performance management system couples with compensation management.

Periodically/ regularly feed back of the employees have to be obtained and accordingly they should be trained & deployed. As of now in the service sector employees feedback is annual basis and often not given a due recognition for that. With the result both individual as well as organization will suffer which is irreparable. The age old system of getting annual feedback for the performance management should be replaced with quarterly basis employee feedback for the effective talent management. Talent identification merely on the target achievement should not be the parameter. It should be rather based on appropriate motivational measures both financial as well as non financial.

H.R departments in the service sector organization have to create right climate for H.R practices to percolate. The authors of this article identifies following aspect for the effective talent management.

- Effective job rotation
- Innovative H.R practices
- Proper reward system
- Appropriate performance appraisal system
- Work environment & organizational climate
- Organizational culture.

H.R Issues in Talent Management

The main problem of any organization particularly servicer sector is not the talent shortage but organization is not able to retain and engage them. Here comes the real role of H.R department. In this context the role of manager/leader is vital. Azim Premji CEO of Wipro said "if look to their immediate boss is the reason people stay and thrive in an organization. And he is the reason people leave. When people leave they take knowledge experience and contacts with them straight to competitor".

In order to retain people in an organization every employee should be treated as on individual and the leader/CEO of an organization never try to find fault with employees rather they focus on strength and talent. IT is a mistaken national of the people in an

organization that when employee leave/separate they can hire and get things done and not knowing that while leaving the business also goes along with them.

In order to retain employees at all levels it is not just recruit and keep them engaged. It is about providing employees with the tools that will help them to improve their jobs skill and manage their career path. As of now service organization spends lot of money on training for the purpose of training people but neglecting their development which is crucial for the retention. It is now universally accepted that employee of today is looking, seeking for growth opportunities rather than pay package apart from the above in order to retain knowledgeable work force any organization particularly service sector have to implement human resource policies with the family orientation as well as flexibility. Service sector organization how to create collaborative work environment and enable the employees to think creatively and with the result employee's morale will increase. One such organization in India – Tata group of business in encourages employees to be creative. The attrition rate in Tate group minimal. It is an eye opener for the service as well as manufacturing sectors.

Since the sea changes have taken place in India in service sectors the employee attrition is causing big bottle neck and for this reason organization has to give top priority to the talent management. The earlier employer market in the service organization is replaced with employee's market. Hence it is the need of hour that service sector organization has to take innovative steps to retain the excellent talent in order to survive and challenge the competitive business.

Talent Development

Employees may be having talent but it is the responsibility of the organization to make it useful by managing them effectively. H.R department has to identify and tap the talent by empowering job rotation, job enrichment, fast track promotion, performance based pay packages as well as other non-financial motivational measures. In a service sector employee's 360 days feedback system and coaching should go hand in hand. In order to retain employees the organization should have a sound succession planning practices but also encouraged communication among the divisions. If the talent management is effective the organization will reduce the H.R cost for hiring training. The earlier concept of hire & fire should be replaced by command & control where people are treated as assets.

Apart from the above leadership is a vital factor for retaining H.R in service sector where leadership is crucial about unleashing people's potential, their talents towards a unified purpose the captioned factor will not only enable the employees to be creative loyal productive but also will never think of job hoping. The H.R mantra for employee retention is an organization is

1. Job satisfaction
2. Employee engagement
3. An emotional connection
4. Reasonable compensation package

Conclusion

The retention strategy of employees in the service sector is tough job for H.R department owing to the fact the scope and job opportunities are plenty in contrast to other sectors. In this regard H.R department has to play an important role concerning employees both on the job as well as off the job. As of now adequate attention is not being paid to off the job aspects failing which employee's separation will be on a large scale. Instead of the one size fits all formula for retention organization has to adopt customized approach focused on development of critical individuals filling vital roles. In order to retain employees the organization in service sector management has to formulate short term and long term incentives, such as ESOP career planning, career development and leadership enhancement. Leadership planning is very much relevant since everybody lower, middle level, seeking for the executive role and hence focusing on only senior position will not suffice and organization will have to play adequate attention to middle as well as junior level positions for the leadership advancement which will prevent the H.R attrition as well as business loss.

Organization has to cleverly state the objectives and the role of the employee has to be cleverly spelt out. H.R department must discuss the vision and values of the organization with them right at the induction level. Goals and mission of the organization with them right at the induction level. Goals and mission of the organization both short term and long term need to be outlined so that there will not be confusion and ambiguity in future. Organization has to look for right man and display at the right place, and failing which the door for the attrition will be easily open. Acquisition of the person over qualified or under qualified will only postpone the problem.

Since the sea-changes have taken place in the management practices as well as employee's aspirations and expectations the loyalty of lifelong is vanishing. No one wants to continue in an organization for life long and therefore it is a big challenge to the service sector to retain people. In this regard on organizations in the service sectors have to give top priority for

- Acquisition of talent
- Talent management
- Talent development
- Formulation of H.R practices in an innovative way.

ENTREPREURSHIP EDUCATION FOR ENTREPRENEURSHIP DEVELOPMENT

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ABSTRACT

Cultivating entrepreneurship often involves establishing an environment where business of entrepreneurial growth, wide-scale development of entrepreneurship, can help not only in generating self employment opportunities and thereby reducing unrest and social tension amongst the unemployed youth but also in introducing small business dynamism encouraging innovative activities and facilitating the process of balanced economic development. The clothes a person wears reveal the religion he follows, the community he belongs to, the country he resides in (Western or Eastern), the climate that exists in his region, the profession he belongs to and his social status. It is only in the hands of the tailors and tailoring units to make clothing perfect and complete. Entrepreneurship has developed in tailoring by virtue of its global need and its potential for growth along with fashion technology. Virudhunagar District in Tamil Nadu has been selected for the study for the reason of the predominance of labour intensive units in Srivilliputtur, Aruppukottai and Rajapalayam which are the supportive stems for unemployed vines in this district. This study is confined to the micro tailoring units with a minimum of five lakhs rupees investment in plant and machinery. Both primary and secondary data have been used. Interview schedule was used. For the present study, the factors are grouped into four categories viz., Ambition of the individuals, Compelling factors, Motivating factors – and Facilitating factors. It is inferred that only the family type of the entrepreneurs make significant difference among factors. Entrepreneurship development has been measured taking into consideration sixteen variables. The study presents the suggestions to be considered by the educational institutions, by the government and the entrepreneurs.

Key Words: Entrepreneurship Development, Entrepreneurship Education, Micro Tailoring Units, Cluster Scheme

INTRODUCTION

Entrepreneurship is the backbone of industrial growth. **Economic development** of any region is an outcome of purposeful entrepreneurial activity. Entrepreneurs stand at the centre of the whole process of economic development. Cultivating entrepreneurship often involves establishing an environment where business of entrepreneurial growth, wide-scale development of entrepreneurship, can help not only in generating self employment opportunities and thereby reducing unrest and social tension amongst the unemployed youth but also in introducing small business dynamism encouraging innovative activities and facilitating the process of balanced economic development.

ENTREPRENEURSHIP IN TAILORING UNITS

Appearance conveys a great deal about a person before a word is spoken. The clothes a person wears reveal the religion he follows, the community he belongs to, the country he resides in (Western or Eastern), the climate that exists in his region, the profession he belongs to and his social status. It is only in the hands of the tailors and tailoring units to make clothing perfect and complete.

STATEMENT OF THE PROBLEM

Ours is a world of fashion and therefore the tailoring units have every opportunity to show their skill in garment making. Being a direct employment provider to over 35 million people and with continuing growth momentum, the role of this sector in Indian economy is bound to increase. At present, the industry concentration on the basis of production volume is in Tirupur, Ludiana, Mumbai and Chennai. Smaller centres are in Ahmedabad, Kanpur, Pune, Agra, Jaipur, Belgamn, Salem and Madurai. It is high time to analyse the situation in Virudhunagar District. Virudhunagar District in Tamil Nadu has been selected for the study for the reason of the predominance of labour intensive units in Srivilliputtur, Aruppukottai and Rajapalayam which are the supportive stems for unemployed vines in this district.

SCOPE OF THE STUDY

This study is confined to the micro tailoring units with a minimum of five lakhs rupees investment in plant and machinery. As such, the unregistered units, the self employed (individual) entrepreneurs and the

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entrepreneurs with one or two helper-relatives do not come under the scope of this study. This study covers all those units involved either in cutting and sewing or in making value addition works. It covers the units those are making either a part or whole of a garment. This study is not confined to those units which undertake job work for ultimate consumers.

OBJECTIVES OF THE STUDY

The following are the objectives of the study.

1. To present the demographic variables of entrepreneurs and to analyse the factors influencing entrepreneurship.
2. To assess the entrepreneurship development of entrepreneurs.
3. To develop an innovative model and to present suggestions for entrepreneurship education and entrepreneurship development.

METHODOLOGY

Both primary and secondary data have been used. Interview schedule was used in this study to collect primary data from a population of 82 entrepreneurs of tailoring units with a minimum of five lakhs rupees investment in plant and machinery as per the unpublished records of District Industries Center, Virudhunagar District in Tamil Nadu. Percentages, Simple average as a measure of central tendency, Likert's Scaling Technique, Ranking method and Chi-Square test have been applied for analysis of data.

DEMOGRAPHIC VARIABLES OF ENTREPRENEURS UNDER STUDY

The classification of entrepreneurs on the basis of their age, marital status, education, income and the like has been presented in Table-1. Entrepreneurship education wise classification is focused in this study.

Table - 1 : Demographic Variables of the Entrepreneurs

Variables		Number	Percentage
Age	Below 30	32	39.02
	30-40	39	47.56
	Above 40	11	13.42
Marital status	Married	68	82.93
	Unmarried	14	17.07
Without entrepreneurship education	High school	39	47.56
	Higher secondary	18	21.95
	Diploma/ITI	4	4.88
With entrepreneurship education	Undergraduate	12	14.63
	Postgraduate	3	3.66
	Professional courses	6	7.32
Family type	Unitary family	33	40.24
	Joint family	49	59.76
Position in the family	First son	5	6.10
	Last son	9	10.98
	Middle son	68	82.92
Generation	First	64	78.04
	Second	9	10.98
	Third	9	10.98
Experience in Tailoring	With experience	28	34.15
	Without experience	54	65.85
Annual income of the family (Rupees)	Less than three lakhs	58	70.73
	Three lakhs and more	24	29.27

(Source: Primary data)

ENTREPRENEURSHIP EDUCATION

Entrepreneurship education is the foundation for developing the flexible skills needed to participate in knowledge intensive economic activity. The common belief is that entrepreneurs are born, not made. But that is a fallacy. By giving right type of education and follow-up support and assistance, one can emerge as a successful entrepreneur. Such a right type of education is termed as "Entrepreneurship Education". Entrepreneurship education helps to identify and develop the inherent and potential virtues of the human beings, which are lying dormant. There are two possibilities of gaining knowledge about entrepreneurship, functions and characteristics of entrepreneurs, Entrepreneurship Development Institutions and Entrepreneurship Development Programmes. One possibility is to learn as a part of curriculum syllabi in higher education. The other possibility is to learn by attending special programmes organised by Entrepreneurship Development Institutions. The entrepreneurs under the present study have been broadly classified under two categories those who learnt about entrepreneurship and those who have not learnt so.

FINIDINGS OF THE STUDY

FACTORS INFLUENCING ENTREPRENEURSHIP

For the present study, the factors are grouped into four categories *viz.*, Ambition of the individuals, Compelling factors, Motivating factors – and Facilitating factors.

Ambition - Ambitions or aspirations motivate men, activate them, widen their outlook and make their lives more meaningful and successful. Ambition induces in the young minds the 'need for achievement' and the desire to do something worthwhile.

Compelling reasons - It is very interesting to note that sometimes it is compulsion rather than ambition that leads one to undertake an activity. The mere fact of being without any employment may push one for an independent enterprise. But certain compelling circumstances bring to light one's latent potentialities of which one may not be aware at all.

Motivating factors - A young prospective entrepreneur needs moral support from their close relations and friends. Such moral support is a motivating factor that boosts their morale, recharges their self – confidence, stimulates their enterprises and strengthens them to face the challenges thrown by their undertakings.

Facilitating factors - Besides ambition, compulsion and motivation, there are some other forces which urge people towards making them entrepreneurs. The experience gained in employment, the skills acquired or inherited the property acquired or inherited, *etc.*, may facilitate entrepreneurship. Table-2 shows the factors influencing entrepreneurship.

Table - 2 Factors Influencing Entrepreneurship

Factors	Number of entrepreneurs	Percentage to total
Ambition	9	10.98
Compelling factors	20	24.39
Motivating factors	15	18.30
Facilitating factors	38	46.33
Total	82	100.00

(Source: Primary data)

The survey reveals that out of the total 82 entrepreneurs 9 (10.98%) became entrepreneurs by ambition, 20 (24.39%) were compelled to become entrepreneurs by push factors whereas 15 (18.30%) were motivated by their friends, family member and relatives and the remaining 38 (46.33%) were guided by facilitating factors. As the ambition of entrepreneurs needed motivation, these two factors have been grouped for further analysis.

DEMOGRAPHIC VARIABLES AND INFLUENCING FACTORS

Chi square test has been applied to test the null hypotheses that the variables like entrepreneurs' age, education, family type, filial position, generation, previous experience and family income do not influence the factors of entrepreneurial supply. The results have been given in (Table No :3.)

It is inferred that only the family type of the entrepreneurs make significant difference among factors. All the other variables remain insignificant. It is clear that the entrepreneurship in tailoring units attracts people of all age groups, education level, family size, generation, geographic location and income

Table - 3 Demographic Variables and Factors Influencing Entrepreneurship

Null Hypotheses (H ₀): Factors influencing entrepreneurship are independent of demographic variables.				
Demographic variables	Degrees of freedom	Calculated value of Chi-square	Table value of Chi-square	Inference
Age	4	5.63	9.49	Independent
Education	2	4.44	5.99	Independent
Family type	2	10.52	5.99	Dependent
Filial position	2	1.95	5.99	Independent
Generation	2	0.73	5.99	Independent
Previous Experience	2	4.27	5.99	Independent
Annual income	2	0.37	5.99	Independent

ENTREPRENEURSHIP DEVELOPMENT

As far as the entrepreneurs are concerned, their innovative spirit and management efficiency reflect in their entrepreneurship development, which has been measured taking into consideration sixteen variables. The variables have been divided into primary and secondary variables. The first five factors have been considered as primary variables. All the remaining eleven variables have been considered as secondary variables. The development is measured irrespective of the year in which the development took place. On the basis of the financial data obtained from the entrepreneurs, the percentage of increase is calculated by applying the following formula:

$$\text{Annual Development Percentage} = \{[(V_1 - V_0) / V_0] * 100\} / N$$

V₁ = Value of the respective factor in March 2012

V₀ = Value of the respective factor in the year of starting

N = Age of the respective unit in years

The scoring pattern is described in

Table - 4 Distribution of Scores for Sixteen Development Factors

S.No	Category	Development factor	Distribution of Scores	Score range
1	Primary variables	Investment in machinery	One point for every 20 % increase with a maximum of 6 points for increase above 100 %.	1 - 6
2		Wages paid per annum		1 - 6
3		Value of production per annum		1 - 6
4		Value of sales per annum		1 - 6
5		Amount of profit per annum		1 - 6
6	Secondary variables	Form of organisation	Shift to an improved level fetches one point.	0 - 1
7		Place / space of the unit		0 - 1
8		Nature of ownership of building		0 - 1
9		General working pattern		0 - 1
10		Nature of business		0 - 1
11		Product line expansion		0 - 1
12		Utilisation of machinery capacity		0 - 1
13		Labour position in the unit		0 - 1
14		Method of recruitment of employees		0 - 1
15		Marketing area		0 - 1
16		Goodwill of the unit		0 - 1
			Total	5 - 41

(Source: Primary data)

For the primary variables, the maximum score works out to be 30 [5*6] points. As far as the investment in machinery is concerned, 53.66% of the entrepreneurs have increased their investment by the quantum of less than 20%. But, it is noteworthy to find 9.75% entrepreneurs with more than 100% increase in investment. Tailoring units are labour intensive units. This aspect is proved by the result that 34.14% entrepreneurs are providing employment opportunities at an increased level of more than 100%. The minimum percentage of increase in wages paid per annum is between 40 and 60%. When the number of employees increases it is natural to see the increase in the annual value of production. As the demand for garments is ever increasing 19.51% have shown more than '100% increase in production, and 29.27% have increased their production by a quantum between 80% and 100%. Remaining 51.22% have shown the increase between 40 and 80%. The increase in the annual value of sales also resembles the increase in annual value of production. Hence, it is understood that the entrepreneurs do not dump their finished goods. But, as far as the profit is concerned 57.32% of the entrepreneurs could increase their profits only by the maximum of 20% and the remaining by the maximum of 40%. This fact shows that the entrepreneurs in tailoring units play a vital role in employment generation and not in generating of profit.

For the secondary variables, the maximum score works out to be 11 [11*1] points. Development percentage is more than 60% with regard to capacity utilisation, labour position (shortage) and good will. Regarding the regularity in working pattern and expansion of marketing area, the development percentage is between 50% and 60%. By expanding their work from job pattern to batch pattern 18.29% entrepreneurs have proved their entrepreneurship development. 17.07% have converted their ownership from sole proprietorship to Hindu undivided family form. Increasing the working space by shifting their units to spacious places, 32.93% have shown their development. It is encouraging to note that 23.17% entrepreneurs have become owners of their buildings, 9.76% entrepreneurs are pioneers in recruiting their apparel designer employees with the help of internet facilities, while 39.02% have expanded their product lines to chudithars and shirts and thereby have proved their entrepreneurial development.

Hence, the maximum score for development is 41 [30 + 11] points. To find out the level of overall entrepreneurship development, a score sheet was prepared to find out the score of individual unit out of the total score of 41 points. Table – 5 is the basic table.

Table - 5 Level of Overall Entrepreneurship Development

Factor	Category	Level of overall entrepreneurship development (Number of entrepreneurs)			
		Low	Medium	High	Total
Age(in years)	Less than 35	6(21)	18(62)	5(17)	29(100)
	35 and more than 35	9(17)	34(64)	10(19)	53(100)
	Total	15(18)	52(64)	15(18)	82(100)
Education	Up to school level and without entrepreneurship education	9(15)	46(75)	6(10)	61(100)
	Above school level and with entrepreneurship education	6(29)	6(29)	9(42)	21(100)
Experience (in years)	Total	15(18)	52(64)	15(18)	82(100)
	Less than 5	9(17)	40(74)	5(9)	54(100)
	5 and more than 5	6(21)	12(42)	10(37)	28(100)
	Total	15(18)	52(64)	15(18)	82(100)

(Source: Primary data)

Figures in parentheses denote percentages to horizontal total.

The entrepreneurs were grouped under low, medium and high levels, by applying the following norms:

Low level = Individual score < (Mean score – Standard deviation)

High level = Individual score > (Mean score + Standard deviation)

Medium level = (Mean score – Standard deviation) £ (Individual score)£ (Mean score + Standard deviation)

The mean score of the entrepreneurs is arrived at 22 out of 41 points (53.66%) and the standard deviation is 8.428 points (20.56%). The coefficient of variance works out to 38.31 per cent. There are 15 entrepreneurs with high level development and another 15 are with low level development. The remaining 52 entrepreneurs show medium level development.

Chi-square test has been applied to test the null hypotheses that the entrepreneurship development is independent of the age, education and experience of the entrepreneurs. On the basis of the basic table, the results are tabulated in

Table - 7 Entrepreneurship Development and Factors

<i>Null Hypothesis tested = Entrepreneurship Development is independent of age, education and experience</i>				
Factors	Degrees of freedom	Calculated value	Table value	Inference
Age	2	0.40	5.991	Ho: Accepted
Education	2	14.91	5.991	Ho: Rejected
Experience	2	10.86	5.991	Ho: Rejected

The chi-square test reveals that the entrepreneurship development is independent of the age. But, it is **dependent on the education level and experience of the entrepreneurs**. Higher level of education increases the level of entrepreneurship development. The experience of the entrepreneurs also influences their entrepreneurship development.

SUGGESTIONS

• **Suggestions to be considered by the Educational Institutions**

Entrepreneurship education must include the basic principles of innovation and organisation and management. The syllabus for the **tenth standard** must include entrepreneurship, at least one small unit in Social Science subject. The syllabus for **twelfth standard** (irrespective of group) must include the same principles in detail. But some case studies with details of entrepreneurs and authorities must also be included for communication and contact.

• **Suggestions to be considered by the Universities and Research Institutions**

The **higher education** curricula must include entrepreneurship education as a skill based subject for all the students irrespective of their major area of study. Their syllabus must include practical steps as suggested. As an innovative practice of teaching and learning '**Entrepreneurship Education**' must be tried out for it could develop communication skill, managerial skill, entrepreneurial skill, vocational skill and computer skill. This practice must have five stages.

1. Giving a form to an idea
2. Justifying further development
3. Screening stage
4. Incubation stage

5. Implementation stage

- It may seem to be a project work but it is something more than that.
- It may seem to be a vocational course but it is something more than that.
- It may seem to be an extension or a social service but it is something more than that.
- It may seem to be Earn While You Learn scheme but is something more than that.

This practice must be a short duration practice for a maximum period of one semester. Under this practice, the students must be given an opportunity to carry out field -work related to the subjects they learn. The field-work is for two distinct days in every month. The students are in teams for their work. This practice is universally applicable for all disciplines and subjects. Classroom teaching is to be planned for 2 hours in a month (common for all subjects). Field visit is to be carried out for 2 days in a month. Only on the first day for a team the teaching faculty may accompany the students. The teachers' day out must not exceed 2 days in a semester. In short, this practice could help the students in the **study area** to launch their career in real life. Table - 8 clarifies this practice.

(Fig : 1.2) (Table No : 8)

Suggestions to be considered by the Entrepreneurs

- Tailoring is an art. It cannot be forced but, it can be practiced. Hence, the entrepreneurs are suggested to give at least one week training to every tailor. Only then they can shoot at quality control and step into global markets.
- Labour absenteeism could be checked by providing proper working environment. As the tailors suffer from neural problems, respiratory problems and musculoskeletal problems, the entrepreneurs are

suggested to make the safety and welfare measures mandatory (use of personal protective equipments like earplugs, ear muffs, dust masks, etc.).



Fig : 1.2

Table – 8 Field Work for Entrepreneurship Education

Subjects concerned	Persons/offices/institutions in network (Co-operation needed from)	Specification of work
Languages	Publishers, Editors of Newspapers, Journals, Magazines etc.	Reporting college events and local happenings
Physics and Electronics	Home appliances service centers/Members of staff	Repairing/Assembling
Botany	Agricultural officials and Farmers (Uzhavar Sandhai)	Plantation and sale of medicinal herbs
Mathematics and Statistics	Government and Non-Government Organisations and Entrepreneurship Development Institutions	Social survey with analysis and interpretation of primary data
Chemistry	Chemical shops, members of staff (consumers)	Making and selling phenyl, cleaning powder and soaps
Food Science	Fast food shops and canteens	Making and selling ready made mix, jams and pickles.
Accountancy	College stores, canteen, Xerox, phone etc	Data entry, Accounts-balancing
Direct taxes	Assessees and income tax authorities	Computation, Filing of returns

Services Marketing	Banks, Insurance companies, tele-communication institutions	All types of agency services
Entrepreneurship Development	Shops, college stores, members of the staff, students (consumers)	Retailing
Computer Science	Editors, DTP centers, Advertising agencies	All types of soft-works
Common to any subject	Schools, tutorial centers, junior students	Coaching and training (tuition)

- Instead of stools, the tailors must be provided with chairs with padded back rest that supports tailors lower back and tables must be provided at elbow height.
- The labourers' demand for higher wages can be met by the entrepreneurs only if they consider short channel of marketing and reduce their over dependence on middlemen.
- Entrepreneurs are suggested to consider intrapreneurship in big concerns. Intrapreneurship enables entrepreneurship development not as the owner but as the Chief Executive Officers of big concerns.
- They are advised to undergo any entrepreneurship development programmes organised by any entrepreneurship development institution like DIC..
- **Suggestions to be considered by the government**
- The delayed process of District Industries Centre (DIC) must be checked by the government so that first generation entrepreneurs can be voluminous. The entrepreneurs view DIC merely as an institution for registering their units for the purpose of electricity usage only. Entrepreneurship development role played by the DIC has not reached the minds of the entrepreneurs in tailoring unit. The training given by the DIC must stress the importance of entrepreneurial functions. Further special entrepreneurship development programs must specifically target the micro entrepreneurs with investment amount of more than five lakhs rupees, that too the entrepreneurs of tailoring units. Entrepreneurship education by DIC can be provided as linkage programmes with colleges.
- Virudhunagar district is also a right place to establish a **garment park**. Hence, the government must take steps to establish an industrial estate exclusively for tailoring units. Rajapalayam or Thalavaipuram is suggested to be the best site for such estate.

The **cluster** scheme of government needs effective publicity and canvassing. There are schemes for entrepreneurs where there is contribution by government for export assistance. The entrepreneurs must form clusters and each cluster must target different market segmentation. The bases for market segmentation must be very

specific such as age group of consumers, income of consumers, geographical area, profession or work of consumers, occasion of usage and the like. For example, one cluster may target at garments for physically challenged ladies, pregnant ladies, and female labourers. The other cluster may target at formal wear for male, which must have secret lockets for cash, credit/ATM cards and mobiles. Such an approach will certainly lead to healthy competition by adopting Blue Ocean Strategy (Figure.1.3). If such segmentation is not practiced as in the case of Red Ocean Strategy (Figure.1.4), every individual unit will have to face severe problems. Even if there is no contribution from government, the entrepreneurs must form cluster among themselves

(Fig : 1.3) (Fig : 1.4)

CONCLUSION

The ever increasing demand for clothes indicates positive social environment for tailoring units in general. The availability of labour and middlemen has fostered the development of entrepreneurship in tailoring units in Virudhunagar district. But, at the same time, the mentality of labourers to work without involvement and the higher margin of the middlemen have pushed the entrepreneurs into a great trouble. Hence, the present study has proposed valuable suggestions. The report is concluded with the quotations of Roy Ash and Jim Rohn, the entrepreneurs. "An entrepreneur tends to bite off a little more than he can chew hoping he'll quickly learn how to chew it."

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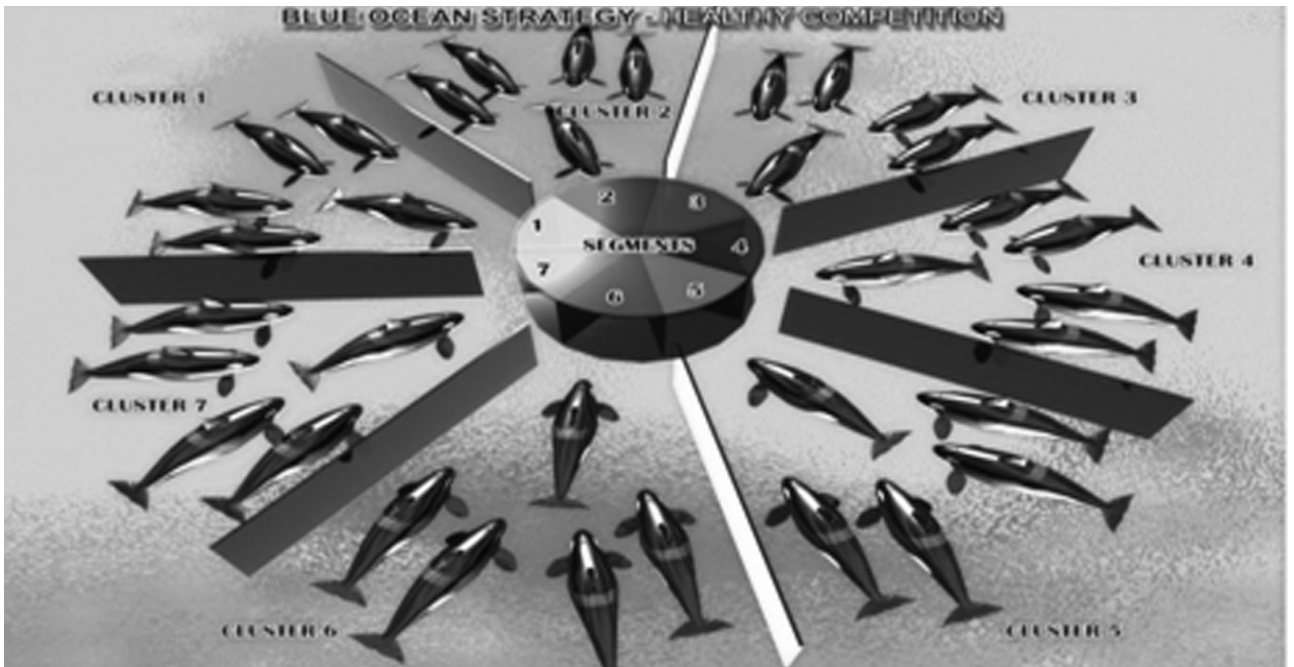


FIGURE - 1.3 : Blue Ocean Strategy – Healthy Competition



FIGURE - 1.4 : Red Ocean Strategy – Unhealthy Competition

A STUDY ON HUMAN RESOURCE AUDIT ON AGRICULTURAL LABOUR AT ELAKURUCHY IN ARIYALUR DISTRICT

Adaikalasamy.I¹

ABSTRACT

Agriculture is the backbone and dominant sector in Indian economy. India has a geographical area over 320 million hectares of which 175 million hectares are considered as cultivable lands. "In India, there are 74.6 millions of agricultural laborers and in Tamil Nadu their population is 78.96 lakhs. It is because of the toiling of agricultural laborers, our 846million hungry stomachs are getting filled up three times daily. If they do not put their hands in the soil, others cannot put their hands in their food. But, they still remain poorest among the poor in India". Indian agriculture is still unorganized as far its operation is concerned; we know the manpower plays an important part in operation. One of the reasons which lack in HRM activities in Agriculture is due to less number organized player and resistant to change from the farmers and bigger unorganized player. The human resource in Indian agriculture originally consists of only cultivators. But due to historical, economic and social factor, labor class has emerged in course of time. Thus human resource in agriculture has come to consist of cultivators (owner/lessees of land) and labor. Thus our study focuses on Human Resource Audit on agriculture laborer at Elakurichy in Ariyalur District. This will help all the farmers of Tamil Nadu to know their real situation.

Key Words

HRM (Human Resource Management), HR Audit, Agriculture, Agriculture Laborers, India, Tamil Nadu

Introduction

Agriculture is the world's most important industry. The main branches of agriculture include – crop – farming, dairying, and ranching poultry – rising and fruit – growing. The Kolappan Committee Report on Agricultural laborer in Tamil Nadu, submitted in 1998 (based on the constitution by the Tamil Nadu Government, in August 1997, of the Committee “to analyze the nature and extent of socioeconomic problems confronted by the agricultural laborers in Tamil Nadu and to suggest the ways and means of improving their levels of living, at least just above the poverty line”) has once brought the debate on the miserable conditions of agricultural laborers in Tamil Nadu to front-stage. In May 2000, the State unit of the CPM's Agricultural Workers Union released copies of the Report, charging the Tamil Nadu Government with “deliberately holding back the major recommendations of the Kolappan Committee on farm labor even 16 months after it was submitted”. In the 2000 Budget Session, the State Govt. announced ‘the acceptance of the Kolappan Committee’s recommendations’. Much of the analysis and many of the suggestions given by the committee, surely, need the urgent attention of the government.

In Tamil Nadu, a male agricultural laborer gets, on an average, 150 days of work in a year, and a female gets about 100 days in a year. It ranged from a minimum of

90 days to a maximum of 120 days for women and from a minimum of 120 days to a maximum of 240 days for men. Rural Tamil Nadu is faced with “severe unemployment and underemployment’ as the industrialization of the 1990’s had failed to absorb the surplus labor in agriculture. In order to face this problem we need an HR audit on Agricultural Laborers.

Human Resource Audit in Agriculture:

Have somebody heard about human resource management Audit in agriculture, if no there are implication of human resource management in agriculture as agriculture is a labor intensive business, so it requires labors and managing labor requires lot of understanding of social factors which plays important role.

Human resource Management Audit in Agriculture will include the following:

1. Procurement of labor
2. Utilization of labor and duration of employment
3. Period leave and absenteeism
4. Nature and extent of indiscipline
5. The determination of the laborers and trends in wage rates.
6. Agricultural labor unions.
7. Conflicts between cultivators and laborers

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This study will help the Agricultural laborers to overcome their problems and it will clearly study the Human Resource Audit on agriculture laborer at Elakurichy in Ariyalur District.

Review of Literature

There is no direct HR Audit on Agricultural Laborers found. But Organizations those who have HR Audit they flourish, growing fast and earn more. Let us see some of the literary reviews. Horowitz et al. (2002), provide one of the most definitive pieces of research on the subject of human resource challenges in mergers and acquisitions. Their article identifies the attributes of organizational culture and human resource practices required for successful transitions in mergers and acquisitions, and analyses the implications of culture types for inter-organizational combinations. This article discussed how to successfully deal with a change in leadership in a company, and in some cases, those leadership changes were accompanied by other changes, such as reorganization, acquisitions or mergers. He claimed that it is also not that difficult to get some early insights into the new leader from colleagues in the organization, especially in the human resources department, due to that department's necessary close association with the change¹.

Meyer (2001) takes another approach to the topic, using an understanding of the allocation processes in mergers and acquisitions by applying an organizational justice perspective. This paper concentrates more on the legal challenges and risks for in-house counsel and the human resources departments when dealing with local and regional employment laws, claiming that, with proper planning and advice, the potential for incurring charges of discrimination or other employment law issues can be anticipated and avoided. However, the paper is very clear that human resource departments planning a reduction in force, whether due to mergers or otherwise, are often running tribunal risks, and should consider whether other options are feasible, including freezing wages or postponing wage increases if cash needs are an immediate issue.²

More focused, research was undertaken by Pomeroy (2005), who focused mainly on the role played by Hewlett-Packard human resources and workforce development executive vice president Susan Bowick in the HP-Compaq merger in 2001, showing the pressures that mergers and acquisitions can place on senior HR management. Further, the Human Resources Department Management Report (2005), focused on the announcement of Affiliated Computer Services Inc.

that it will acquire Mellon Financial Corp.'s human resource (HR) consulting and outsourcing division in the U.S. This report examined the increasing tendency for companies to acquire well-functioning human resource operations, as well as develop and focus on their own, thus voicing the expectation that the HR business process outsourcing market would grow, fuelling the so called 'mergerama'.³

It is possibly in response to this, that the changes commented on by Zhu, Cooper, De Cieri and Dowling (2005) have occurred in Chinese state owned industry. Their research firstly notes that the Chinese government has launched extensive reforms to encourage integration with the global economy and, secondly, investigates the implications for human resource management practices of the changing business environment in China, ownership of organizations, organizational strategies and strategic integration of the HR function. The changing business environment in China and participation by the HR function in strategic decision-making were the strongest predictors of HRM practices, and overall, a strategic role (**Footnotes**)

for the HR function and implementation of 'Western' HRM practices are becoming more prevalent in China, although the legacy of traditional practices endures and new challenges are emerging.¹

This research can also be viewed with that of Goodall and Warner (1997), who examined HRM in joint ventures in Shanghai compared with those in Beijing, using a case-study approach. They focused primarily on issues relating to labor contracts, rewards and benefits, social insurance, trade unions and personnel policies, and described developments in China in each of these areas. The extent to which HR practices in joint ventures are distinct from those in contemporary state owned enterprises was also examined. The papers conclusions were that, although, as one would expect, foreign ownership modified traditional practice, the degree and extent to which this was true varied widely. Although neither of these pieces of research directly related to mergers and acquisitions, they were both strongly focused on the influence of the west in China, and thus provide good data and analyses which will be prevalent in the study of the M&A field.²

OBJECTIVES OF THE STUDY

The following are the important objectives of the study

1. To identify social status of agricultural laborers in the study area.

²Asia Monitor: China & North East Asia Monitor (2005) *China's Bid For Unocal Hits Controversy*. Vol. 12, Issue 8, p. 1.

³Meyer, C. B. (2001) *Allocation Processes in Mergers and Acquisitions: An Organizational Justice Perspective*. British Journal of Management; Vol. 12, Issue 1, p. 47.

⁴Pomeroy, A. (2005) *Orchestrating a Mega-Merger*. HR Magazine; Vol. 50, Issue 6, p. 58.

2. To analyses life style, standard of life and quality of work life of agricultural laborers in the study area.
3. To study the problems faced by the agricultural laborers of the study area.

METHODOLOGY

This study on the human resource audit on agricultural labors is confined to Elakurichy alone. This village may be taken as a model because of the specific and intensive nature of agricultural laborers in that area.

For this study both primary and secondary data have been collected. The method of random sampling has been adopted and 50 sample agricultural laborers have been chosen. The data have been collected through personal enquiry with help of a detailed questionnaire. In order to analyse the data in clear cut way bar and pie charts have been drawn.

LIMITATIONS

The study is approximately true not absolute since only we can collected and analyzed 50 sample units. The conclusion is not in clear picture to the distribution of entire area.

SCOPE OF THE STUDY

The scope of the study is given below;

- The real situation of the agricultural laborers has been analyzed. The economic condition of these agricultural laborers of this area has been analyzed.
- The various problems of the agricultural laborers have been analyzed.
- The quality of life and human resource value have been analyzed.

ANALAYSIS

Elakurichy village is situated on Ariyalur District. This village consists 1090 hectares. In this village total population is 6312 out of which 3117 were males and 3195 were females. The total households are 1774. Most of the persons are literate in the study area. 3827 persons are SC and 1213 persons are ST Category. The total area of the Elakurichy village is 1399.73 hectares crops cultivated in dry land 447.96 hectares. Waste lands are 6.130 hectares and Puramboku land is 28695.5 hectares. The people of this village cultivated Paddy and sugarcane. There is not enough water to cultivate the lands. This village is seemed to be not fertile. Total of the harvest is 658 hectares in wet land and 447 hectare in dry land.

Now let us study the extensive study about Agricultural Laborers in Elakurichy.

Table: 1 Distribution of Respondents by Sex

Sex	No. of Respondents	Percentage (%)
Male	32	64
Female	18	36
total	50	100

Inference

It is inferred from the above table that the majority of the respondents are from the male group (64%). The female respondent is only 36%.

Inference:

It is inferred from the above table, that the yield of Rice Crops percentage is high than the other crops.
(Table No : 2)

Inference:

It is inferred from the above table, that the males are highly experienced in farming than females, and their experience range is between 5–10 years. (Chart-1)
(Table No : 3)

Inference:

It is inferred from the above table, that the no. of workers in each field is minimum 3 and maximum 10 & above. Also, the no. of male workers are more than females.
(Table No : 4)

⁵Chiu, S. W. K. and Levin, D. A. (2003) *HRM in Hong Kong since 1997*. Asia Pacific Business Review; Vol. 9, Issue 4, p. 32.&

Chu, P. and Siu, W. S. (2001) *Coping with the Asian economic crisis: the rightsizing strategies of small- and medium-sized enterprises*. International Journal of Human Resource Management; Vol. 12, Issue 5, p. 845.

⁶Goodall, K. and Warner, M. (1997) *Human resources in Sino-foreign joint ventures: selected case studies in Shanghai, compared with Beijing*. International Journal of Human Resource Management; Vol. 8 Issue 5, p. 569.

Table: 2 Nature of the farm

Items	male	Per	Female	Per	Total	Per
Sugar cane crops	6	18.75	0	0.00	6	12.00
Rice crops	23	71.88	18	100.00	41	82.00
Cerals	3	0	0	0	3	6.00
According to Season & Price	0	0	0	0	0	0
	32		18		50	100

Table: 3 Farming Experience

Items	male	Per	Female	Per	Total	Per
1-5 Years	4	12.50	5	27.78	9	18.00
5-10 Years	16	50.00	3	16.67	19	38.00
10-15 years	12	0	10	0	22	44.00
15 & above	0	0	0	0	0	0
	32		18		50	100

Chart 1- Farming Experience

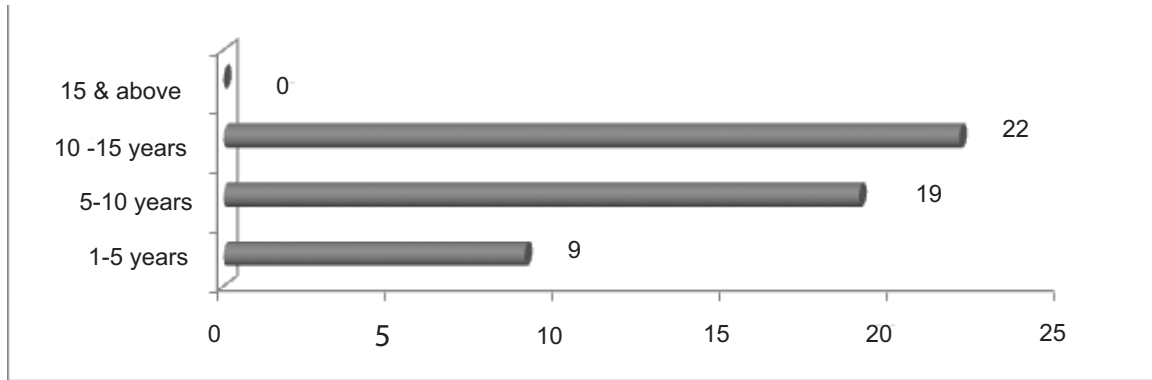


Table: 4 workers in the field

Workers	Male	Per	Female	Per	Total	Per
Min 3	15	46.88	10	55.56	25	50.00
3 to 10	4	12.50	0	00.00	4	8.00
10 & above	13	0	8	0	21	42.00
	0	0	0	0	0	0
	32		18		50	100

Table 5 Motivation of the Labour

Motivation	Male	Percentage	Female	Percentage	Total	Percentage
highly motivated	2	6.25	9	50.00	11	22.00
feasible	9	28.13	5	27.78	14	28.00
no	21	65.63	4	22.22	25	50.00
	32	100	18	100	50	100

Inference:

It is inferred that the percentage of the female workers (50%) are high in the motivation of farming than male. (Chart -2) (Table No . 5)

Inference:

It is inferred that the majority of the male farmers feel that their job environment is not favorable and medium and for female farmers it is favorable. (Table No. 6)

Chart 2- Motivation of the Labour

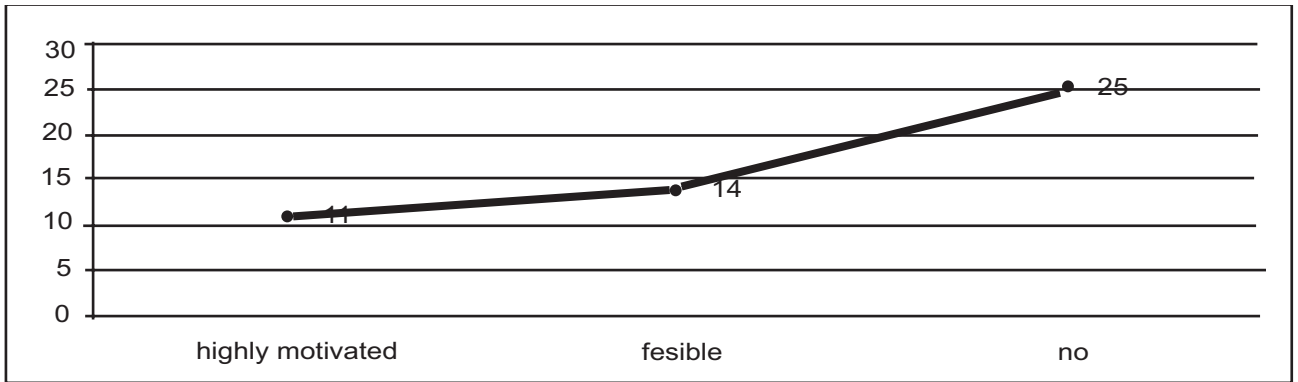


Table 6 - Job Environment

Conditions	Male	Percentage	Female	Percentage	Total	Percentage
favourable	6	18.75	8	44.44	14	28.00
not favourable	13	40.63	5	27.78	18	36.00
medium	13	40.63	5	27.78	18	36.00
	32	100	18	100	50	100

Table 7 Break Intervals

Frequent	Male	Percentage	Female	Percentage	Total	Percentage
One	14	43.75	6	33.33	20	40.00
Two	14	43.75	7	38.89	21	42.00
Three	4	12.50	5	27.78	9	18.00
	32	100	18	100	50	100

Inference:

It is inferred that the farmers had one or two break intervals per day.

Chart 3 - Break Intervals

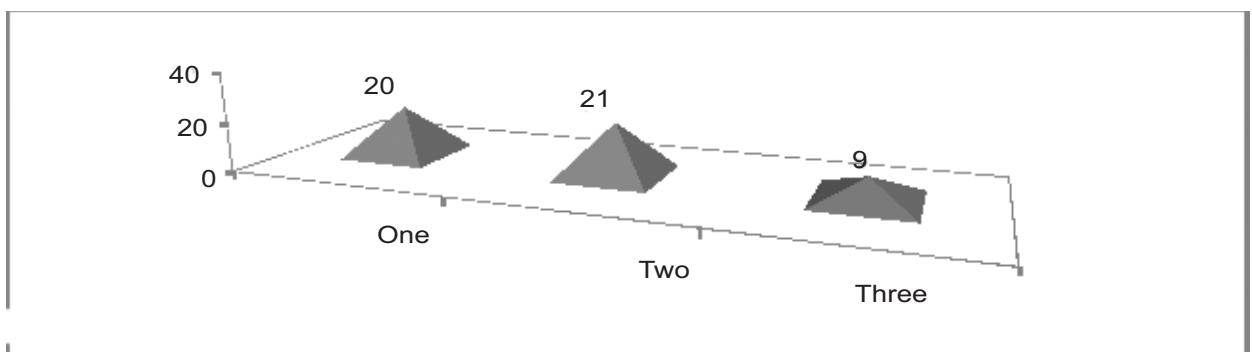


Table 8 Personal interest of the Agricultural labour

Personal interest	Male	Percentage	Female	Percentage	Total	Percentage
yes	7	21.88	2	11.11	9	18.00
no	25	78.13	16	88.89	41	82.00
	32	100	18	100	50	100

Inference:

It is inferred that most of the agricultural labours didn't show their personnel interest in farming.

Table 9 Personal Satisfaction of the Agricultural Labour

Satisfaction	Male	Percentage	Female	Percentage	Total	Percentage
Yes	5	15.63	2	11.11	7	14.00
no	10	31.25	7	38.89	17	34.00
partially satisfactory	17	53.13	9	50.00	26	52.00
	32	100	18	100	50	100

Inference:

It is inferred that the most of the labours are not completely satisfied in their work field.

Chart 4 - Personal Satisfaction of the Agricultural Labor

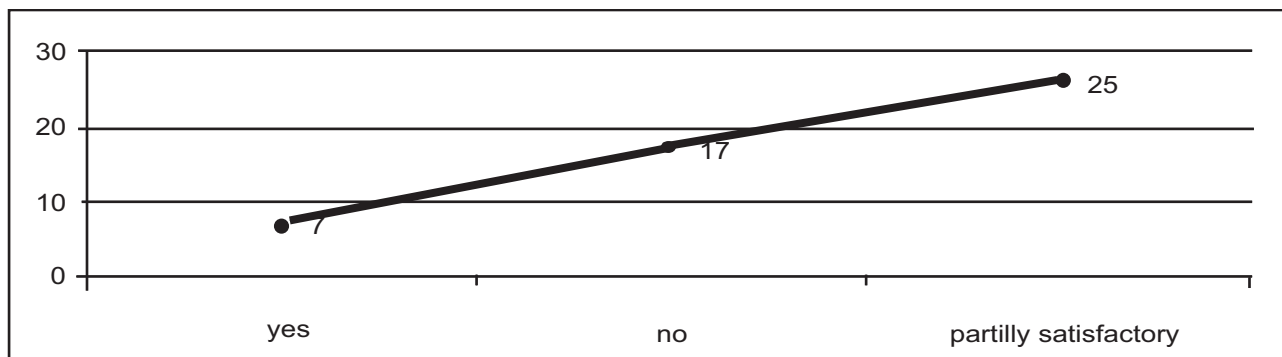


Table 10 Future vision of the Agricultural labour

Conditions	Male	Percentage	Female	Percentage	Total	Percentage
Yes	1	3.13	2	11.11	3	6.00
No	21	65.63	9	50.00	30	60.00
children's interest	10	31.25	7	38.89	17	34.00
	32	100	18	100	50	100

Inference:

It is inferred that the agricultural labours are not highly interested to bring up their children to work in the same field.

Chart 5- Future vision of the Agricultural labor

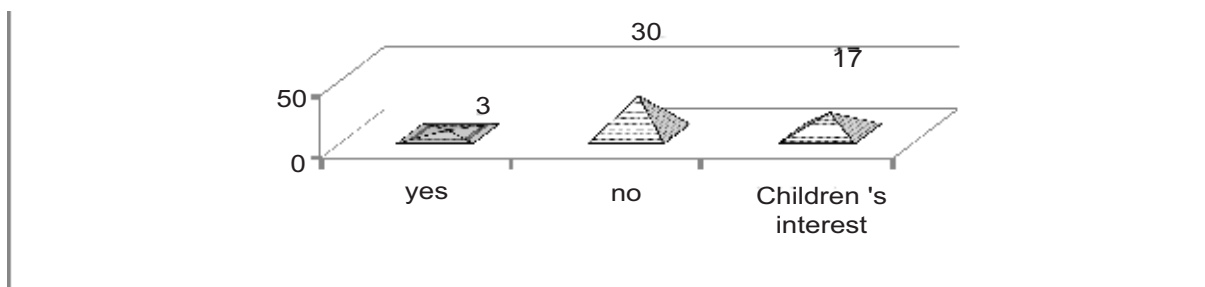


Table 11

Inference:

It is inferred that the agricultural labours are facing only a feasible support from the family.

(Chart - 6) (Table no : 11)

Null Hypothesis H:

There is significant association between social status of respondents and their work satisfaction.

Alternative Hypothesis H₀:

There is no significant association between social status of respondents and their work satisfaction.

Chi-Square Test:

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

Where O_i = Observed Frequency
 E_i = Expected Frequency
 $E_i = (RT \times CT) / GT$

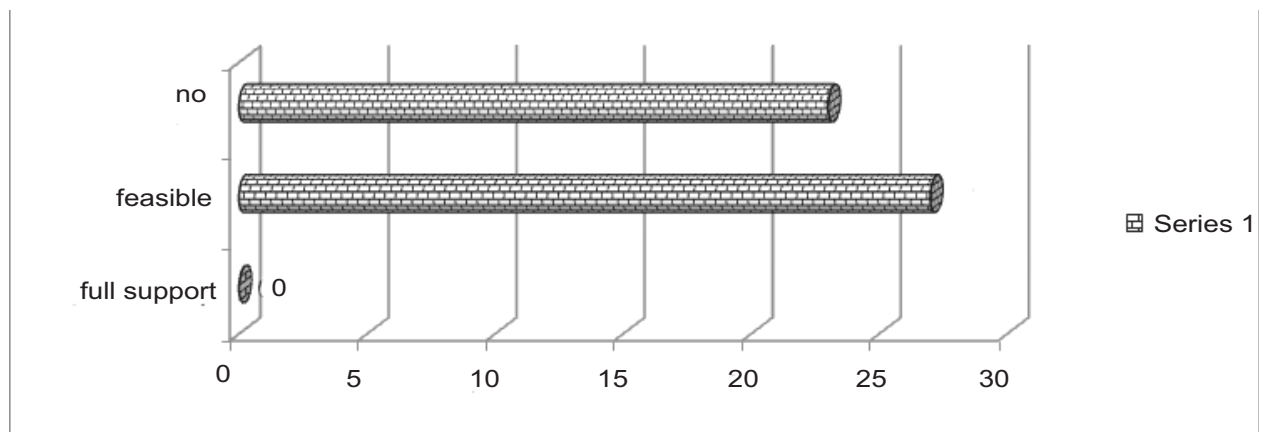
Where RT = Row Total
 CT = Column Total
 GT = Grand Total

(Table : 13)

Table-11: Family Support for the Agricultural Labor

Support	Male	Percentage	Female	Percentage	Total	Percentage
Full support	0	00.00	0	00.00	0	00.00
Feasible	18	56.25	9	50.00	27	54.00
No	14	43.75	9	50.00	23	46.00
	32	100	18	100	50	100

Chart -6 - Family Support for the Agricultural Labour



HYPOTHESIS

A) Association between Social Status and work Satisfaction Table : 12

Social Status	Satisfied	Not Satisfied	partially Satisfied	Total
SC	3	8	12	23
BC	4	9	14	27
MBC	0	0	0	0
OC	0	0	0	0
Total	7	17	26	50

Expected Frequency (E_i) Table : 13

Social Status	Satisfied	Not Satisfied	partially Satisfied	Total
SC	3	8	12	23
BC	4	9	14	27
MBC	0	0	0	0
OC	0	0	0	0

O_i	E_i	$(O_i - E_i)^2$	$(O_i - E_i)^2 / E_i$
3	3.22	0.0484	0.015031
8	7.82	0.0324	0.004143
12	11.96	0.0016	0.000134
4	3.78	0.0484	0.012804
9	9.18	0.0324	0.003529
14	14.04	0.0016	0.000114
	Total		0.035756

$$x^2 = \sum (O_i - E_i)^2 / E_i$$

Degree of Freedom

$$= (r-1) (c-1)$$

$$= (4-1) (3-1)$$

$$= 6$$

Calculated value of $x^2 = 0.035756$

The tabulated value of $x^2 = 0.05$ d.f. 6 at 5% of level of significance is 12.592

Result:

Since calculated value of x^2 is very less than the tabulated value, Null hypothesis is accepted. So it concludes that there is no significant association between social status and their work satisfaction

B) Association between Experience of Agricultural Labour and their work Satisfaction

Work Experience	Satisfied	Not Satisfied	partially Satisfied	Total
1-5 years	2	4	3	9
5-10 years	2	4	13	19
10-15 years	3	9	10	22
15 & above	0	0	0	0
Total	7	17	26	50

Null Hypothesis H:

There is significant association between social status of respondents and their work satisfaction.

Alternative Hypothesis H₀:

There is no significant association between social status of respondents and their work satisfaction.

There is no significant aChi-Square Test:

$$\text{work satisfaction. } x^2 = \sum (O_i - E_i)^2 / E_i$$

Where O_i = Observed Frequency

E_i = Expected Frequency

$$E_i = (RT \times CT) / GT$$

Where RT = Row Total

CT = Column Total

GT = Grand Total

Expected Frequency (E_i)

Work Experience	sat	Not sat	Par sat
1-5 years	1.26	3.06	4.68
5-10 years	2.66	6.46	9.88
10-15 years	3.08	7.48	11.44
15 & above	0	0	0

O _i	E _i	Ō(O _i -E _i) ²	(Ō(O _i -E _i) ²) / E _i
2	1.26	0.5476	0.434603
4	3.06	0.8836	0.288758
3	4.68	2.8224	0.603077
2	2.66	0.4356	0.163759
4	6.46	6.0516	0.93678
13	9.88	9.7344	0.985263
3	3.08	0.0064	0.002078
9	7.48	2.3104	0.308877
10	11.44	2.0736	0.181259
50	50	20.1764	2.414257

$$\chi^2 = (\hat{O}(O_i - E_i)^2) / E_i$$

Degree of Freedom

$$= (r-1) (c-1)$$

$$= (4-1) (3-1)$$

$$= 6$$

Calculated value of $\chi^2 = 2.414257$

The tabulated value of $\chi^2 = 0.05$ d.f. 6 at 5% of level of significance is 12.592

Result:

Since calculated value of χ^2 is very less than the tabulated value, Null hypothesis is accepted. So it concludes that there is no significant association between experience of labour and their work satisfaction

FINDINGS

Majority of the respondents are from the male group (64%). The female respondent is only 36%. Majority of the male respondents 72% are married, but at the same time 47% are unmarried. The married and unmarried female labors are equal. Literate rates are more among the females (83.33%) than males. The yield of Rice Crops percentage is high than the other crops. The legal form of the lands, laborer categories are more than the Own landlords and Land taken for lease. Also that the male laborers are more than the females. The males are highly experienced in farming than females, and their experience range is between 5 – 10 years. The no. of workers in each field is minimum 3 and maximum 10 & above. Also, the no. of male workers is more than females. The seasonal male employees percentage (65.63%) is more than females, without any condition basis. The agricultural labors are facing only a feasible support from the family.

CONCLUSION

Majority of the problem in Indian agriculture industry will be solved with the effective and productive workforce

working, if the proper rules and regulation are made regarding wages, conflict management and above points also. It is an established fact that Human Resource Management Audit will have a profound impact on agricultural productivity—productivity per hectare and productivity per worker employed. The yield per hectare is below the world average in all the crops.

Our study clearly reflects the above Indian especially Tamilnadu situation. So the Human resource audit will identify the real situation and problems of agricultural laborers. This audit also gives findings and suggestions to increase the job satisfaction and the quality of life of the agricultural laborers.

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THE CORRELATES OF ENTREPRENEURSHIP IN INTERNATIONALIZATION EMPIRICAL EVIDENCE FROM THE SELECT SMES OF COIMBATORE DISTRICT.

Ms. Jayanthi ¹

Dr.R.Amudha²

ABSTRACT

The international entrepreneurship arena includes both the study of entrepreneurial activities that cross national borders and the comparison of domestic entrepreneurial activities in multiple countries. The mode of international entry also was related to technological learning, and learning, in turn, had a positive performance impact. Various factors have been identified as determinants of entrepreneurial behavior in firms, including leader personality, organizational structure, and strategy-making. The authors tried to bring the correlates of Entrepreneurship from the Internationalization perspective. Having selected 143 exporting firms from pump and Motor manufacturing will reveal the determinants from the entrepreneurial perspective for the international activities. The predictiveness of the typology was established upon a sample of 143 exporting firms using hypothesis-testing and Freidman mean rank score . We considered that in SMEs, entrepreneurship would be determined by the characteristics of the leader; The set hypotheses were largely borne out by correlational and multiple regression analysis. The article also threw light on International entrepreneurship theory variables and its impact on Internationalization.

Key Words : Entrepreneurship, proactiveness, Internationalization

I. Introduction

Traditionally, internationalization e.g. exporting has been seen as a way to increase turnover of individual enterprises. Exporting, as the traditional way to internationalize, is still very important, but during the last decade, internationalisation has become a much more differentiated business activity of crucial importance for achieving competitiveness. Foreign partnerships, foreign investments and cross border clustering represent viable ways to facilitate exchanges of knowledge and technology and to strengthen international business strategies of SMEs.

Those entrepreneurs who are interested in the field of internationalization of business need to possess the ability to think globally and have an understanding of international cultures. By appreciating and understanding different beliefs, values, behaviors and business strategies of a variety of companies within other countries, entrepreneurs will be able to internationalize successfully. Entrepreneurs must also have an ongoing concern for innovation, maintaining a high level of quality, and continue to strive to provide the best business strategies and either products or services possible while adapting to different countries and cultures.(Mustafa and Jones, 2005). Export entrepreneurial orientation is one the emerging areas in international business research and it involves a combination of innovative, proactive, and risk-seeking behaviors used by exporting companies (Kropp,

Lindsay & Shoham, 2006). Evidence available suggest that firms which adopt export entrepreneurial behavior leverage their capabilities in perceiving and recognising market opportunities then subsequently gaining high market share (Zahra and Garvis, 2000). Ibeh, (2003) points out that the adoption of export entrepreneurial orientation results into superior export performance in the face of unsympathetic environmental conditions which usually characterize most external markets

I. Review of Literature

2.1 International Entrepreneurship Theory

According to Zahra and George (2002), the term "international entrepreneurship" first appeared in a short article by Morrow in 1988. Morrow (1988) suggested that advancements in technology, declining cultural barriers and increasing cultural awareness has opened once-remote foreign markets to all kinds of companies; small firms, new ventures as well as established companies. "Soon after that, McDougall's (1989) empirical study comparing domestic and international new ventures paved the way for academic study in international entrepreneurship" (McDougall & Oviatt, 2005, p. 537).

International entrepreneurship is the study of cross-border entrepreneurial behavior focuses on how actors discover, enact, analyze and exploit opportunities in the creation of new goods or services. McDougall and Oviatt's (2000, p. 903) introduced their definition of

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international entrepreneurship as a “ combination of innovative, proactive and risk seeking behavior that crosses national borders and is intended to create value in organizations”. This definition has been one of the most widely accepted. Afterwards, they embraced a deeper concept of entrepreneurship, defining it as the discovery, enactment, evaluation, and exploitation of opportunities across national borders to create future goods and services (McDougall & Oviatt, 2005). Discovery refers to finding innovative opportunities. Enactment means to proactively put opportunities into use acquiring a competitive advantage. Evaluation is required to interpret the actions taken developing experience and knowledge.

“International entrepreneurship theory argues that individual and firm entrepreneurial behaviour is the basis of foreign market entry” (Mtigwe, 2006, p. 16). Technological advancements, cheap and easy ways to access to information and better communication between the countries have helped SMEs to go abroad. Nowadays SMEs are gaining internationalization very rapidly, if not by inception as in the case of international new ventures.

A modification of McDougall and Oviatt’s (1994) definition of entrepreneurship is given by Stevenson and Jarillo (1990, p. 23), for them entrepreneurship is “a courageous managerial value creation process through which an individual engages innovative, proactive, calculated risk-taking behavior designed to prosecute foreign business opportunities presented by multinational market successes and imperfections for financial and non-financial rewards”.

International Entrepreneurship has been receiving a lot of interest from researchers and academics. According to IET, the key to internationalization nowadays is the entrepreneur. He is the one that possesses the skills and enough information to measure the opportunities in the market with ability to create and make stable relationships with other firms, suppliers, customers, government and media. He can be the one that has experiential and objective knowledge. Since he is a risk seeker, he is also able to commit the resources in an efficient way to achieve competitive advantage. In the international entrepreneurship theory, the entrepreneur needs to be opportunity seeking and internationally experienced in order to exploit the opportunities he might see in the market and be able to commit to it through entrepreneurial activities that would be translated as entrepreneurial services.

“International entrepreneurship theory argues that individual and firm entrepreneurial behaviour is the basis of foreign market entry” (Mtigwe, 2006, p. 16). Technological advancements, cheap and easy ways to access to information and better communication between the countries have helped SMEs to go abroad.

Nowadays SMEs are gaining internationalization very rapidly, if not by inception as in the case of international new ventures.

II. Objectives of the study

1. To assess the Importance of Entrepreneurship in Internationalization process.
2. To analyse the Entrepreneurship theory variables and its inclination towards Internationalization.
3. To correlate the important Entrepreneurship variables in order to find out the relationship between them and the intensity of in international business.

IV. Research Methodology

Both qualitative and quantitative methods of research is been adopted for the study. Among the 272 exporting firms, 143 firms are chosen as sample for the study. Simple random sampling method was used to select the sample size. The sampling frame consists of both organised and unorganised sector. Out of which 74 organised firms and 69 unorganised firms were included for the study. A well structured questionnaire was used to collect the data from the entrepreneurs of the selected Industry. Mail survey method and indepth interviews were conducted for the study. Geographical area chosen for the study is Coimbatore district, Tamil Nadu.

V. Limitations of the Study

Specifically, competitive aggression, organizational resources, educational level of owner/managers, leadership style of owner/managers, and autonomy were not included in this study, but deserve further research attention. The research also was not keen on the size of the organization, its resources and the capabilities.

VI. CONCEPTUAL FRAMEWORK

6.1 Reactive versus proactive approaches to foreign market selection

Something important to consider when discussing foreign market selection is what approach the company use in this process – a reactive or proactive one (Albaum et al., 2005). Various firms expand their business internationally in a gradual and unplanned manner. A reactive market selection approach like this characterizes a situation where the focal firm passively chooses markets, for example by filling unsolicited orders or awaiting initiatives by foreign buyers or representatives. The firm is responding to a situation that has appeared when using the reactive approach (Albaum, et al., 2005).

As opposed to the reactive approach, the proactive market selection approach is marketing oriented. The firm actively initiates the selection of foreign markets

and selection is systematic and formalized. The process of proactive market selection is formal. However, there exists another approach to finding new international markets which is more or less formal, for example when the decision maker chooses a market based on recommendations from business acquaintances or is presented an opportunity while travelling (Albaum, et al., 2005). Entrepreneurial behavior can be beneficial for a firm to achieve superior performance

6.2 Decision-maker characteristics

Decision-maker characteristics affect how a firm will react to initiatives from its network relationships. Especially in SMEs the manager plays an important role in identifying the opportunities for internationalization (Chetty & Holm, 2000).

6.3 International experience

There are two parts to the relevance of international experience of the manager in the context of this study. On the one hand it relates to the fact that the firm's/owner-manager's direct experience of an international market adds to the probability of companies dedicating resources to foreign markets. The perceived risk and uncertainty of the manager to enter a foreign market will influence the choice of which market to enter. On the other hand, international experience of the manager/decision-maker reasonably influences the extent to which her/his personal social network is international.

6.4 Professional experience

Many managers, especially owner/managers, are at the heart of their own network, which among other things provide them with information. They make extensive use of personal contacts to gather business information. The tendency to exploit entrepreneurial opportunities will be limited by the specific benefit of information from each actor's network. However, individual social networks take time to develop and increase with personal experience. From the selected Industry, the entrepreneurs show a greater interest in their professional knowledge. Many of them are technically qualified to start up their own firm and initiates for internationalization. The technocrats of Coimbatore is well known for their entrepreneurial spirit.

By reviewing earlier studies, three internal factors to consider when assessing how network relationships influence the internationalization process of firms where identified and presented; proactive versus reactive approach in foreign market selection; international experience of manager/decision maker; and professional experience of the manager/decision maker. The variables from the International Entrepreneurship theory are mainly considered for analysis.

6.5 International Entrepreneurship and the Role of the Individual

International entrepreneurship is a relatively new branch of internationalization theory that focuses on small and medium sized companies and the individuals making strategic choices. The entrepreneur can be seen as a strategist that matches the strength and weaknesses of a company with the available means and opportunities. He or she has a mindset that is open to new possibilities of combining resources from different markets because of the background, knowledge and network they have developed previously. The entrepreneur seems to be an important underlying factor behind the Born Global phenomena, an occurrence that seldom seem to align with the patterns identified in the more traditional models (Ruzzier, 2006).

6.6 The Role of the Individual

Critics of the U-model have for a long time noted how companies enter far off markets and deviates from the so called establishment chain; instead of a gradual commitment that is increased over time, they sometimes leapfrog to later stages in the chain immediately upon entry. This can sometimes be explained by how firm's utilize their network of relationships to identify and act on opportunities. There is a second network actor level, namely the individual. The individual's web of contacts can function as enablers of action, or opportunity networks, and sometimes prove very influential for the way companies internationalize (Axelsson & Agndal, 2000). Also Johanson & Vahlne (1990), two of the most influential authors in the field of internationalization, notes how some hi-tech companies utilize the networks of individuals to both enter more distant markets as well as establishing subsidiaries quicker than what would traditionally have been expected. When Johanson & Vahlne revisited their original model in a more recent paper (2009) they emphasized that the management team's prior experience probably provides extremely important knowledge for small internationalizing companies.

Another aspect that is important to remember from an internationalization perspective is that the language skill of an organization equals the sum of the language skills of its employees. Migrants have been shown to act as language bridges back to their home countries. A migrant can either, in the role of a key decision maker select a market for entry based on familiarity, or in the role of an employee confirm or suggest the attractiveness of a market. (Marschan-Piekkari, 2005)

It can be concluded from this reasoning that much knowledge and experience can be found in the individuals of a company. They might have previous experience of foreign markets, or be able to access resources in their personal network, that allow a company to have a lower level of uncertainty with regards to certain markets. Chalmers

VII. Empirical Analysis

From the Entrepreneurial perspective, the following demographic information is collected viz., Educational background of the respondent, Age of the business, form of business, products manufactured by the firms are collected to know the entrepreneurial level of the respondent.

Table.1 showing the Educational Qualification of the Respondent

S.No.	Educational Qualification	Frequency	Percent
1	Graduate	21	14.7
2	Professional	122	85.3
	Total	143	100.0

From the above table no.1, it is clear that 122 respondents are professionals from the category of having technical education.

Table. 2 showing Age in years of Business of the Firm

S.No.	Age in years of Business of the Firm	Frequency	Percent
1	Below 5	8	5.6
2	6-10	17	11.9
3	Above 10	118	82.5
	Total	143	100.0

From the above table No.2, the Age of the firm is shown. 118 firms are having more than 10 years of business.

Table.3 Showing the form of business

S.No.	Form of business	Frequency	Percent
1	Sole trading	55	38.5
2	Partnership	16	11.2
3	Private limited company	61	42.7
4	Public Limited company	5	2.8
5	Others(subsidiaries, INV)	6	4.9
	Total	143	100.0

Form of business :From the above table no.3, 61 private limited companies 55 sole trading firms having owners are the Individual technocrats and 16 partnership companies were participated in this study. Four larger firms and 6 International firms also were the respondents for the study. The INVs and subsidiaries such as Grunfos pumps, KSB Pumps, Chansubha Pumps, Egger Pumps, Rossi Gear Motors(India) and Sehra Pumps from Mumbai are operating in Coimbatore,

Table.4 showing the Products manufactured by the firm

S.No.	Products Manufactured	Frequency	Percent
1	Pumps	47	32.9
2	Motors	29	20.3
3	Both Pump and Motors	67	46.9
	Total	143	100.0

From the above table, 47 firms are belonging to the pumps manufacturing side and 29 firms exclusively manufacture Motors and 67 companies are belonging to the manufacturing cluster of both Motors and Pumps. (e.g the renowned international brand owners

of Texmo, Aquasub, Sharp, Suguna Pumps, CRI Pumps, Mahendra Pumps etc.) total sample size of 143 manufacturing firms , 47 individual Pump companies and 29 Motor manufacturing companies are the respondents for this research.

7.1 Motives of Internationalization

There are two factors that influence SMEs internationalization: proactive and reactive. From the below Table 5, it is clear that 127 companies (88.8%) have opted international operations through proactive motives and only 16 companies have opted the reactive motives for entry into international markets.

Table. 5 showing the Motives of Internationalization

S.No.	Motives of Internationalization	Frequency	Percent
1	Pro activeness	127	88.8
2	Re activeness	16	11.2
	Total	143	100.0

Table.6 showing the Reactive motives of Internationalization

S.No.	Reactive motives of internationalization	Frequency	Percent
1	Over Production	2	12.5
2	Declining Domestic Sales	0	0
3	Excess capacity of production	10	62.5
4	Saturated domestic markets.	4	25.0
	Total	143	100.0

From Table 6, it is observed that none of the company has quoted that decline in domestic sales is the reactive motive for internationalization. But Pump and Motor manufacturing companies are having good domestic market and the ethnocentricity or the strong home market makes the selected Industry for their motive of Internationalization. 127 companies have internationalized through the Entrepreneur's pro activeness in entering international markets.

Table.7 Descriptive Statistics on Proactive Motivators

S.No.	Proactive Motivators	Mean	Std.Deviation	N
1	Typically initiates actions which competitor's initiate	2.02	1.208	127
2	Proactive to introduce new technology, products, operating technologies etc.	2.68	1.112	127
3	Typically adopts competitive clashes and prefer competitors posture.	2.62	1.098	127
4	Strong tendency for high risk projects	2.15	1.241	127
5	Bold acts are necessary to achieve objectives	2.38	1.105	127
6	Typically adopt a very cautious approach to minimize the probability of making costly decisions	2.17	.935	127
7	have to manage a very risky environment. A false step can cause loss.	2.20	1.311	127

From the above table, out of the 127 proactive responses, the mean value is high for the second variable i.e., proactive in introducing new technology, products and operating technologies etc. And also to be noted that the mean value is almost same for all the variables which is above the mean score of 2.

(Table No : 8)

** p =<0.001

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant difference between mean ranks towards International Entrepreneurship theory variables **of internationalization Process**

Based on mean rank the entrepreneur's previous international experience has got the highest mean score of 6.13 which is the most important variable in the International Entrepreneurship theory. Next is the knowledge on technological advancements(5.78) and looking for the growth opportunity (5.63) are also the important variables among the IE theory.

7.2 Multiple Regression

When there are more than two independent variables the analysis concerning relationship is known as multiple correlations and the equation describing such relationship is called as the multiple regression equation. Multiple regression is used to measure the impact of the identified dependent variables i.e.,

- (i) Proactiveness of the Entrepreneur
- (ii) International Entrepreneurship theory variables as the independent variables identified for the study.

(Table No : 9)

Table.8 Friedman test for significant difference between mean ranks towards International Entrepreneurship theory variables of internationalization Process

S.No.	Entrepreneurship theory variables	Mean Rank	df	Chi square value	P value
1	Growth opportunity	5.68	8	146.520	0.000**
2	Creativity / innovation	3.36			
3	Managerial motivation	4.78			
4	Technological advancement	5.73			
5	Previous international experience	6.13			
6	Market opportunity	5.27			
7	Entrepreneurial interest	4.67			
8	Management's ability to take risk	4.53			
9	Risk seeking behaviour of managers/ entrepreneurs	4.85			

Table.9 The predictive potential of Proactiveness

Model	R	R Square	Adjusted R Squar	Std. Error of the Estimate	Change Statistics					Durbin-Watson
	R Square	F	df1	df2	Sig. F	R Square	F	df1	df2	Sig. F
1	.671(a)	.450	.413	.297	.450	12.115	9	133	.00	2.430

Table.10 The results of ANOVA(b) for the model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.596	9	1.066	12.115	.000(a)
	Residual	11.705	133	.088		
	Total	21.301	142			

a Predictors: (Constant), Risk seeking behaviour of Entrepreneurs, Creativity/Innovation , Previous international experience, Managerial Motivation, Entrepreneurial interest, Market Opportunity, Management's ability to take risk Technological advancement, Growth Opportunity

b Dependent Variable: (proactiveness of the entrepreneur)

Table.11 The Results of Regression

	Unstandardised coefficient		Standardised coefficient	t	LOS
	b	error	beta		
1(constant)	0.401	0.110		3.635	significance
X ₁ Independant variables	-0.144	0.066	-0.403	-2.181	*** **
X ₂	0.168	0.037	0.471	4.487	***
X ₃	0.092	0.039	0.271	2.377	**
X ₄	-0.216	0.052	-0.665	-4.172	***
X ₅	0.060	0.064	0.178	0.942	0.348
X ₆	0.000	0.043	-0.001	-0.005	0.996
X ₇	0.256	0.052	0.685	4.891	***
X ₈	-0.244	0.052	-0.780	-4.651	***
X ₉	0.227	0.051	0.681	4.410	***

Table 12 Results of Regression SRP

Dependent variable	Proactiveness of the entrepreneur (Y)
Independent variables	1.Growth Opportunity (X ₁) 2.Creativity/Innovation (X ₂) 3.Managerial Motivation(X ₃) 4.Technological advancement(X ₄) 5.Previous international experience(X ₅) 6.Market Opportunity(X ₆) 7.Entrepreneurial interest(X ₇) 8.Management's ability to take risk(X ₈) 9.Risk seeking behaviour of Entrepreneurs(X ₉)
Multiple R value	0.671
R Square value	0.450
F value	12.115
P value	0.000***

The multiple correlation coefficient is 0.671 measures the degree of relationship between the actual values and the predicted values of the Adjustment. Because the predicted values are obtained as a linear combination of Proactiveness of the Entrepreneur (X₁) and Overall combination of the theory variables (X₂), the coefficient value of 0.671 indicates that the relationship between adjustment and the independent variables are quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of **R square is** 0.450 simply means that about 45% of the variation in adjustment is explained by the estimated SRP that uses International Entrepreneurship variables and Proactiveness of the Entrepreneur in International marketing as the dependent variables and R square value is significant at 1 % level

The multiple regression equation is

$$Y = 0.401 + 0.144X_1 + 0.168X_2 + 0.092X_3 + (-0.216)X_4 + 0.256X_7 + 0.244X_8 + 0.227X_9$$

Here the coefficient of X₁ is 0.144 represents the partial effect of growth opportunity on proactiveness in Entrepreneurship as constant. The estimated positive sign implies that such effect is positive that adjustment score would increase by 0.144 for every unit increase in entrepreneurship and this coefficient value is significant at 1% level. The coefficient of X₂ is 0.168 represents the partial effect of Entrepreneurship theory variables holding proactiveness as constant. The estimated positive sign implies that such effect is positive that adjustment score would increase by 0.168 for every unit increase in proactive entrepreneurship in International Marketing and this coefficient value is significant at 5% level. (Table No : 13)

From the above table, the coefficient between growth and previous international experience shows 0.651 which indicates nearby 65 % which shows a positive relationship between these two variables and it is significant 1% level since value of p < 0.000

Entrepreneurial interest and ability to take risk shows a value of 0.630 which indicates 63% and it is nearing 1 which shows a positive relationship between these two variables and it is significant at 1% level. In the same way, technological advancement by the entrepreneur and the previous international experience also shows a high value of 0.669 and it is significant at 1 % level where the p value is less than 0.01. Similarly managerial motivation and Entrepreneurial interest is strongly correlates with ability to take risk and organizational goals of the Entrepreneur and it is statistically significant at 1 % level.

VIII. Findings & Managerial Implications

The results indicated that there is a positive significant relationship between growth and previous international experience of SMEs in Coimbatore (r =0.651**, P< 0.01). This implies that export growth is dependant on the previous international experience of the entrepreneur.

The regression results show that that the goodness of fit is satisfactory (Adjusted R Square = .413), implying that Proactiveness explains 41% of variations in the entrepreneurial theory variables of SMEs . Thus, about 59% of the proactiveness among exporting SMEs in Coimbatore remains unexplained. The model is significant and fit.

From the analysis, it is clear that the proactiveness of the entrepreneur is very important in international activities. The set goals, diffusion of resources, capability, risk taking ability and the expansion of

Table 13. Spearman's Correlations Results of Entrepreneurial Variables

	Growth Opportunity	Creativity Innovation	Managerial motivation	Technological advancement	Previous intl. Experience	Market Opportunity	Entrepreneurial interest	Ability to take risk	Organizational goals
Growth Opportunity	1.000	.499(**)	.178(*)	.451(**)	.651(**)	.353(**)	.380(**)	.062	.136
		.000	.017	.000	.000	.000	.000	.231	.053
Creativity Innovation		1.000	.114	.259(**)	.250(**)	.264(**)	.185(*)	.037	.034
			.088	.001	.001	.001	.013	.332	.345
Managerial motivation			1.000	.397(**)	.323(**)	.440(**)	.422(**)	.473(**)	.334(**)
				.000	.000	.000	.000	.000	.000
Technological advancement				1.000	.669(**)	.173(*)	.464(**)	.499(**)	.430(**)
					.000	.019	.000	.000	.000
Previous intl. Experience					1.000	.216(**)	.357(**)	.238(**)	.168(*)
						.005	.000	.002	.022
Market Opportunity						1.000	.318(**)	.288(**)	.484(**)
							.000	.000	.000
Entrepreneurial interest							1.000	.630(**)	.557(**)
								.000	.000
Ability to take risk								1.000	.739(**)
									.000
Organizational goals									1.000

** Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (1-tailed).

the business are the Entrepreneurial factors which need to be considered. The correlates of entrepreneurship are mainly considered from the International entrepreneurship theory of internationalization. The Entrepreneur has to look for growth opportunity, market expansion, profit growth and sustainability of the business. The firm's performance and growth mainly depends on the Entrepreneurial activities. This is evident from the interviews the researcher had with the industry entrepreneurs and mainly the firm's success is dependant on the entrepreneurial interventions.

It further implies that innovativeness is essential for export performance. This confirms that innovativeness and technological advancements are essential for firms competitiveness in a foreign market. Accordingly innovative firms are in position to come up with new products, services, ideas and processes that leverage their position in the export markets subsequently resulting into higher returns in terms of sales and profits.

IX. Conclusions

As described earlier the main risks with internationalization relates to the pace of the expansion. A too rapid expansion with large commitments of

resources in an uncertain environment might have severe financial consequences. On the other hand a too slow expansion might mean that one of your competitors beat you too it and capture large market shares. Therefore, SMEs should be encouraged to always recruit entrepreneurial staff, open up for foreign partnerships and create international operations department in order to streamline their export operations whilst committing resources towards the reinforcing of export performance. A key success factor is thus to strike the right **pace of expansion**.

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ASSESSMENT OF THE CUSTOMER SATISFACTION OF LIC POLICYHOLDERS - A STUDY ON THE SERVICE QUALITY

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ABSTRACT

This study aims to assess the customer satisfaction of policyholders regarding the quality of the services provided by the Life Insurance Corporation. A survey has been taken by simple random sampling method through the distribution of questionnaire with a set of questions related to check the satisfaction about the tangibility, reliability, responsiveness, assurance and empathy of LIC. The study reveals that most of the customers are not satisfied with the dimensions of the LIC service quality, and hence, it is suggested that proper measures should be taken by LIC to increase the satisfaction level of the customers.

Keywords: LIC (Life Insurance Corporation), SQ (Service Quality), Customer Satisfaction, Tangibility, Reliability, Responsiveness, Assurance and Empathy

Introduction: Service firms tend to maintain competitive edge by rendering quality services. Service Quality is a critical element of customer perception. In the case of purely service based organisations, service quality will be the dominant element in customer's evaluation of the service provider. Hence, the researcher finds it necessary to evaluate the quality of the services provided by the service provider. Researcher has chosen the Life Insurance Corporation, to be analysed for evaluation.

Review of Literature:

"A Study on the Service Quality of LIC – as expected and perceived by its policy holders" in the 'Journal of Contemporary Research in Management', Vol.2, No.1, July-Dec.2007, by R.Vijayalakshmi and P.G.Keerthi, states that, insurance is a service industry, the main focus is on the efficient and effective delivery of services. The best way of surviving and prospering in the competitive environment is through providing prompt, relevant and efficient customer services at measurable cost. After the liberalization of the insurance sector, it has been duly realised by all the players that, offering "quality service" is the only differentiating factor to attain sustainable growth in the competitive environment. The present study focuses to quantify the services as offered by LIC.

"Customer Satisfaction with Service Quality with Special Reference to Life Insurance Corporation in Madurai District" in the 'Journal of Advances in Management', Vol.2, Issue.10, pgs.2-10, 2009, by Ponreka Maria D. & Surya Rao U, attempts to understand the

dimensions of service quality, which helps ensuring maximum customer satisfaction and hence helps LIC to acquire a larger share in the market.

"Analysing Customer Satisfaction with Service Quality in Life Insurance Services" in the 'Journal of Targeting, Measurement and Analysis for Marketing', Vol.18, Issue.4, pgs.221-238, Nov.2010 by Masood H. Siddique and Tripti Ghosh Sharma attempts to provide a blueprint for appropriate course of action (by life insurance service providers) to create a base of satisfied customers through quality services.

"Customers' Perception towards Service Quality of LIC of India – A Factor Analytic Approach", in the 'International Journal of Business and Social Science', Vol.2, Issue.18, pp.219, 2011, by Sandhu, H.S. Bale & Neetu, states that, LIC of India, the leading insurance company has set up benchmarks in enervating the whole concept of service quality which reveals that proficiency, physical, ethical excellence and functionality have significant impact on the overall service quality.

"Measuring life insurance service quality – An empirical assessment of SERVQUAL instrument", in the 'Journal of International Business Research', Vol.4, Issue.4, pp.176, Oct. 2011, by Bala, Neetu, H.S. Nagpal and Naresh, aims to test the reliability and to examine the dimensionality of SERVQUAL instrument in the Life Insurance Sector.

Need of the Study: With the advent of so many private sector players in the insurance industry, it becomes necessary for the LIC to examine the expectations of

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its customers and also to know the performance provided by them satisfies the customers or not. The purpose of the study is to check the customers' perception and the level of their satisfaction that they derive from the services provided by LIC.

Objectives of the Study: The primary objective of the study is to examine the level of satisfaction that the customers of LIC derive from the services of the service provider, and secondary objectives being to check whether LIC is taking adequate measures to know the customers' perception and their expectation and to analyse various factors that determine the quality of the services.

Hypotheses:

- (i) The level of satisfaction w.r.t. the tangibility, reliability, responsiveness, assurance and empathy aspects of the LIC.
- (ii) Is there any difference between the age and their overall level of satisfaction?

Research Methodology and the Statistical Tools Used:

Research Design : The researcher has conducted this research as an exploratory research, as it usually does not directly lead to marketing decisions being made. This research has been undertaken to know little more about the problem, the consumer's attitude towards the service quality of LIC, etc.

Sampling : Stratified Random Sampling technique has been adopted by the researcher. It is conceptually the frequently adopted technique, to understand and apply, whereby the researcher stratified the LIC service users into 5 divisions and wishes to know the level of satisfaction they perceive of the quality of service provided by LIC.

Sampling Method : This research involves picking any available set of respondents convenient for the researcher to use. Hence, the researcher used convenience sampling method for this study.

Sample Size : Questionnaire was distributed to 75 respondents, fully responded questionnaire were 58, and hence the sample size has been restricted to 50.

Data Collection : The researcher has distributed questionnaire to the respondents, and the data were collected personally by the researcher with field study.

Statistical Tools : Tabulation and ANOVA were the statistical tools applied by the researcher. The study has been interpreted with the help of cross-tabulation carrying rows by age-wise and columns by other variables. Also the researcher used ANOVA technique for studying the cause-and-effect of one or more factors on a single dependent variable. (Table No : 1,2,3)

Hypothesis: Null Hypothesis (H_0): There is no significant difference between the age and their level of satisfaction.

Alternate Hypothesis (H_1): There is significant difference between the age and their level of satisfaction.

Interpretation: Since the calculated value (.989) is more than the table value (.452) , the hypothesis is rejected. Hence it is analysed that there is significant difference between the age and their level of satisfaction.

Findings:

Analytical Findings:

- 24% of the customers are not satisfied with the Tangibility of LIC w.r.t. SQ.
- 17% of the customers feel neutral about the Tangibility of LIC w.r.t. SQ.
- 9% of the customers are satisfied with the Tangibility of LIC w.r.t. SQ.
- 24% of the customers are not satisfied with the Reliability of LIC w.r.t. SQ.
- 18% of the customers feel neutral about the Reliability of LIC w.r.t. SQ.
- 8% of the customers are satisfied with the Reliability of LIC w.r.t. SQ.
- 21% of the customers are not satisfied with the Responsiveness of LIC w.r.t. SQ.
- 17% of the customers feel neutral about the Responsiveness of LIC w.r.t. SQ.
- 12% of the customers are satisfied with the Responsiveness of LIC w.r.t. SQ.
- 20% of the customers are not satisfied with the Assurance of LIC w.r.t. SQ.
- 18% of the customers feel neutral about the Assurance of LIC w.r.t. SQ.
- 12% of the customers are satisfied with the Assurance of LIC w.r.t. SQ.
- 25% of the customers are not satisfied with the Empathy of LIC w.r.t. SQ.
- 24% of the customers feel neutral about the Empathy of LIC w.r.t. SQ.
- 1% of the customers are satisfied with the Empathy of LIC w.r.t. SQ.

General Findings:

- Nearly 50% of the customers are not satisfied with the service quality of LIC.
- Nearly 34% of the customers feel neutral with the service quality of LIC.
- Only nearly 16% of the customers are satisfied with the service quality of LIC.

Analysis and Interpretation:

Table No.1: Demographic Profile of the Respondents

Age (Yrs.)	18-27	28-37	38-47	48-57	>57	Total
Gender						
Male	2	9	4	3	1	19
Female	7	11	11	2	-	31
Total	9	20	15	5	1	50
Nature of Employment						
Private	5	9	9	1	-	24
Public	3	3	2	4	1	13
Government	1	5	2	-	-	8
Self-employed	-	3	2	-	-	5
Total	9	20	15	5	1	20
Annual Income						
<Rs.240000	8	11	9	1	1	30
Rs.240001-360000	-	4	5	-	-	9
Rs.360001-480000	1	1	-	-	-	2
Rs.480001-600000	-	2	1	4	1	7
>Rs.600000	-	2	-	-	-	2
Total	9	20	15	5	1	50
Premium Payable Mode						
Monthly	5	8	12	2	-	27
Quarterly	2	6	2	2	1	12
Half-yearly	-	-	-	-	-	1
Yearly	2	1	-	-	-	3
More than one method	-	5	1	1	1	7
Total	9	20	15	5	-	50
Premium Amount p.a.						
<Rs.5000	4	12	6	2	1	25
5001-10000	4	3	6	3	-	16
>10000	1	4	3	1	-	9
Total	9	19	15	6	1	50
Nature of Insurance						
Accident Insurance	-	1	-	-	-	1
Children's benefit	-	4	3	-	-	7
Life Insurance	9	10	11	2	1	9
More than one ins.	-	5	1	3	-	9
Total	9	20	15	5	1	50

(Source: Primary Data)

Recommendations / Suggestions:

LIC has to take utmost good care to make their customers satisfied. As the customers are not satisfied with the quality of the services provided by LIC, all the dimensions of the quality services have to be taken into consideration, in order to make some measures to develop the satisfaction level of the customers.

Conclusion: This research makes clear that, as the customers are not satisfied with the LIC service quality, steps can be taken accordingly by the service provider and the agents of LIC after careful examination and analysis of the dimensions of SQ.

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Table No.2: Respondents' Responses on various dimensions of service quality

Age (Yrs.)	18-27	27-38	38-47	48-57	>57	Total
Tangibility						
Not Satisfied	5	11	5	2	1	24
Neutral	4	4	7	2	-	17
Satisfied	-	5	3	1	-	9
Total	9	20	15	5	1	50
Reliability						
Not Satisfied	5	11	5	2	1	24
Neutral	2	5	8	3	-	18
Satisfied	2	4	2	-	-	8
Total	9	20	15	5	1	50
Responsiveness						
Not Satisfied	3	11	3	3	1	21
Neutral	3	3	9	2	-	17
Satisfied	3	6	3	-	-	12
Total	9	20	15	5	1	50
Assurance						
Not Satisfied	3	11	3	2	1	20
Neutral	3	4	9	2	-	18
Satisfied	3	5	3	1	-	12
Total	9	20	15	5	1	50
Empathy						
Not Satisfied	4	12	6	2	1	25
Neutral	5	8	9	2	-	24
Satisfied	-	-	-	1	-	1
Total	9	20	15	5	1	50

Source: Primary Data

Table No.3: Analysis of Variance on Age & Final Level of Satisfaction

	Sum of Squares	df	Mean Squares	F	Sig.
Between Groups	6.48	7	.926	.989	.452
Within Groups	39.300	42	.936		
Total	45.780	49			

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POULTRY INDUSTRY AND ITS FUTURE PROSPECTS

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ABSTRACT

India's poultry industry has transformed from a mere backyard activity into a major commercial activity in just four decades. India is now the world's fourth largest egg producer and the fifth largest producer of broilers. Rising incomes, coupled with emergence of vertically integrated production systems, contract growing, and marketing activities bringing about much needed economies of scale and thereby sustained profit margins along with technological development have been the major planks for this transformation. The objectives of the paper are two fold: (a) to gain a better understanding of the prospects for the poultry industry, by assessing supply/demand structure; production and consumption trends; consumer demand and preferences; price scenario, income and price elasticities and factors affecting poultry demand; performance and costs; marketing and (b) to take advantage of the factors that led to the success of poultry in some regions for growth prospects in other less developed regions. Considering the wide gap between the recommended and actual levels of consumption/ availability of poultry meat and eggs, there exists an ample scope for furthering the poultry industry. Integrated production, a market transition from live birds to chilled and frozen products, and policies that ensure input supplies at competitive prices are keys to sustain the present production and for future growth and development of poultry sector in India, have been advocated.

1.1 INTRODUCTION

The poultry sector in India has undergone a paradigm shift in structure and operation. This transformation has involved sizeable investments in breeding, hatching, rearing and processing. Farmers in India have moved from rearing non-descript birds to rearing hybrids which ensures faster growth, longevity, excellent feed conversion and high profits to the rearers. High quality chicks, equipment, vaccines and medicines are available. Technically and professionally competent guidance is available to the farmers. The management practices have improved and disease and mortality incidences are reduced to a great extent. The industry has grown largely due to the initiative of private enterprise, minimal government intervention, and considerable indigenous poultry genetic capabilities and adequate support from the complementary veterinary department with regard to poultry health, poultry feed, poultry equipment and poultry processing sectors. The industry has created direct and indirect employment for 3 million people.

Egg and meat are important sources of high quality proteins, minerals and vitamins to balance the human diet. Depending on the farm-size, layer (for eggs) farming can be the main source of family income or can provide income and gainful employment to farmers throughout the year. Poultry manure has high fertilizer

value and can be used for increasing the yield of all crops.

1.2 SIGNIFICANCE OF THE STUDY

The Poultry industry which provides a cheap source of animal protein has taken a quantum leap in the last three decades evolving from a near backyard practice to a venture of industrial promotion. Poultry is one of the fastest growing segments of the agricultural sector in India today. While the production of agricultural crops has been rising at a rate of 1.5 to 2 % per annum that of eggs has been raising at a rate of 8 percent per annum. India is on the world map as one of the top five egg production countries with 55.6 billion eggs produced during 2009 (FAO).

Poultry raising dates back to pre-historic times. The various recent studies suggest that it has an enormous potential to improve the socio-economic status of the population, particularly the landless. The Poultry farming requires minimum capital and ensures quick returns and it helps to improve the quality of life of the rural poor. The costs of feed and birds as well as egg prices are generally outside the control of the farmers. Given the same breed and quality of feed, the egg output is low in certain cases. The critical factor that makes all the difference may be the management of farms.

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EGG

Egg being of a highly perishable and fragile nature needs special care during transportation from producer to consumer. The major problem faced by those engaged in marketing of eggs is that of maintaining the quality during the process of distribution. The future of the egg industry depends on incorporation of a well balanced plan for marketing and production. The problems are the structure of cost of its orientation towards price. There is an overall increase in the feed cost and the birds are also affected by diseases and parasites that are generated during the various seasons. Air pollution and water pollution also create different types of contagious diseases. Fluctuations in egg prices also cause unreasonable returns to the producers. The egg prices fall in summer and go up in winter seasons and so people get more income during this period. Sentimental values also affect the consumption of eggs during festival months.

World Hen Egg production Ranking: (On the basis of weight of eggs-not in numbers)

1. Egg production is growing by 4-6% every year whereas broiler production is growing by 8-10%.
2. It is being estimated that this industry can possibly bring in Rs.2000 million in foreign exchange in the next five years.
3. HIG –implies high-income growth of 5.5% per capita GDP.
4. Presently there are only five egg powder plants in India which is considered insufficient in view of the growing export demand for different kinds of powder-whole egg, yolk and albumen. The scope of foreign investment and state-of-the-art technology in this field is therefore tremendous.
5. Over the past 30 years egg production has shown an average annual growth rate of 16% while that of broilers is even higher at 27% per annum.

WORLD SCENARIO: THE EGGS FOR EXPORT IN THE CHEAPEST IN INDIA.

The world poultry industry is expanding, as the population is increasing. Per capita consumption of egg is also increasing. Many countries which are not traditionally poultry growers are giving incentives to their poultry industry. Indian government is promoting this industry by giving incentives to their poultry farmers as well as poultry industry in organized sector as a whole. India exports 24 million tons of soyabean cake to Europe, Which is the main ingredient of poultry, feed.

EGGS EXPORT RATE IN OTHER COUNTRIES COMPARED TO INDIA

Many countries are exporting eggs at prices lower than production costs. Poultry industry with high investments in these countries is under threat of

extinction. Many countries have saved their poultry industry with a ban on imports.

In the global poultry market, Indian eggs are the cheapest. 50 cents a kg. The prices of eggs in different countries are as follows. U.S.A.- 80 cents, France-120 cents, Holland -86 cents, Japan -127 cents, New Zealand -136 cents, Taiwan -108 cents, Great Britain -102 cents, Sri Lanka-58 cents, Bangladesh -117 cents and Pakistan -87 cents and Argentina -145 cents .

India with abundant land, technical knowledge, and irrigation systems can offer the best place for world's poultry industry in the world. The business has become competitive. The manufacturing expenses are increasing, but customers want quality products at cheaper rates.

India exports poultry mostly to Maldives and Oman. Indian poultry products have a good market in Japan, Malaysia, Indonesia and Singapore. Coming back to home, over all, Andhra Pradesh accounts for maximum egg production. Within Andhra Pradesh, Hyderabad is the city with maximum poultry and hatcheries. Besides the Andhra Pradesh, Vishakhapatnam, Chittoor, Karnataka, Tamilnadu, Maharashtra, Gujarat, Madhya Pradesh, Orissa and North Eastern States are the major manufacturer of eggs, and Both public and private sector organization have made their contribution in the poultry industry that has made India among the top players. There are 115 layer and 280 broiler hatcheries producing 1.3 million layer broiler and 280 million broiler parents. They in turn supply 95 million hybrid layers and 275 million broilers.

There are many exporters in our country. "The Exporters India", an online business directory offering a comprehensive database of companies engaged in export of eggs . Buyers can browse the catalogues of these exporters of eggs and send a request for product details.

For example: Taunts Trading Corporation - exporters of white and brown eggs.

EGG POWDER PLANT

Presently there are only five egg powder plants in India which is insufficient considering the growing demand for exporters of different kinds of powder-whole egg, yolk and albumen. The scope of foreign investment and state –of-the art technology in this field is therefore tremendous. The years 2008 and 2009 witnessed a major set-back for the chicken industry which was on the growth graph in the past 10-15 years, due to the bird flu influenza. Recently, SKM poultry is a producer of the egg power in Erode District . It is also an exporter of egg powder.

1.3 STATEMENT OF THE PROBLEM

The purpose of the study is to; evaluate the production and marketing practices of poultry products in Namakkal

District. In the case of broilers as soon as the eggs are laid and the chicks attain sufficient growth the marketing activities begin. The study area, Namakkal district is one of the most concentrated areas of poultry farming in Tamilnadu. In the year 2011-2012, were 1030 farms in Namakkal District. According to the Tamilnadu poultry farmers association.

There has been a tremendous growth in the size of farms and the poultry farming has become a part of life for many people in this district. In spite of its astonishing and abundant growth, the egg industry has to face difficulties in recent years.

Eggs being highly perishable and fragile need special care during transportation from producers to consumers. The major problem faced by those engaged in the marketing of eggs is that of maintaining its quality during the process of distribution. Fluctuation in egg prices also causes lack of reasonable returns to the producer. In the past two years, the consumption of eggs has not increased while production has been increasing at a higher rate. The price of an egg has registered a rise of ten to fifteen percent, but in real terms, it has not shown any increase. Namakkal Egg Co-Ordination Committee has to adjust to the market structure. So the marketing problem is further aggravated in proportion to the size of the farms. In spite of the fact that poultry farming has become a good subsidiary occupation for many farmers and improved their conditions, there are problems creeping in to the production and the marketing side of the Industry.

1.4 OBJECTIVES OF THE STUDY

1. To present a brief description of the problems faced by manufactures of poultry products
2. To analyze the socio – economic conditions of poultry farmers.
3. To analyze the cost of structure for various farms and identify its cost effectiveness.
4. To find the problems of marketing and offering solution for them.

1.5. AREA OF THE STUDY

Nammakal is one of the biggest towns in Tamilnadu and is known for its rich historical heritage, tradition, architecture, art and culture. It is situated at 11.23 North Latitude and 78.17.5 East Longitude at a distance of 380 km from Chennai.

Namakkal town, is bound on the North by Rasipuram, on the West by Valaiyapatti on the South by Mohanur and on the East by Trichy. The town is located on the banks of the Cauvery. Hence it is a fertile agricultural delta in Tamilnadu.

Nature has been singularly kind to this town. Unlike the other regions of Tamilnadu the geographical

structure of Namakkal is very simple .This town has a gentle slope towards the sea from west to east. The green fertile fields of Namakkal offers a beautiful in comparison with those lying outside the region.

The climate of Namakkal is benefited by both Southwest and Northwest monsoon. The average rainfall is 144.37mm.

1.6 METHODOLOGY OF THE STUDY:

The study comprises both primary data and mass data collected from various handbooks and records of poultry farms, poultry journals, international poultry books and research publications to present a clear picture of the poultry industry at present. There are 1030 Poultry farms in Namakkal District. The researcher has collected a sample of 70 units from the total population by adopting stratified Random Sampling. The collected data are tabulated and analyzed by simple percentage analysis.

Primary data

The primary data has collected through the interview method. The data relating to the capital invested in various fixed assets are collected from the records of farms. The expenses incurred for rearing the chicks up to the point of lay are noted in the numbers of eggs produced. Cost price is calculated and sales price. The primary data collected from the owners and workers of the farms.

Secondary data:

Secondary data has been collected from prominent text books on poultry farming, poultry industry year book and poultry magazines, such as poultry guide, poultry Adviser, Poultry Punch, Poultry Reporter, and Veterinary colleges and other traders and internet and the newspapers.

1.7 SAMPLE SIZE:

There are 1030 Poultry farms in Namakkal District. Namakkal District has four Taluks. They are Namakkal, Paramathivelur, Rasipuram and Tiruchengode. For the purpose of classification, the farms with bird strength between 5,000 to 25,000 are taken as small farms bird strength above 25,000 are treated as large farms. As per the records, the population of the study area comprises (1) 700 Wholesalers and (2) 330 retailers and (3) 1030 farmers who have been officially visited by the Tamilnadu Poultry Farmers Association. The farms, wholesalers and retailers are stratified according to their size. A sample of around 15 percent from each unit is selected at random. Thus 48 small farms and 22 large farms are taken for this study. The researcher has collected a sample of 70 units from the total population through the interview and questionnaire method.

1.8 LIMITATIONS OF THE STUDY:

Though there are major poultry production centers in Namakkal, Salem and other areas in Erode and Coimbatore districts, the study is confined to Namakkal area alone due to limitation of time and finance. Moreover, the researcher being a native of Namakkal has had an opportunity to understand the problems at first hand. Poultry products for the present study include eggs, layer birds and broilers.

1.9 ANALYSIS AND INTERPRETATIONS

TABLE 1.1 (AGE OF THE RESPONDENTS)

To ascertain the influence of age on poultry farming, the researcher undertook a survey and the findings are given in the following Table 1.1

Age (in Years)	No. of Respondents	Percentage
Less than 30	6	8.57
30-40	24	34.28
40-50	38	54.29
Above 50	2	2.86
Total	70	100

(Source: Primary data)

From the above table, it is inferred that (6 out of 70) respondents are less than 30 years. A majority of the respondents, that is, 38 out of 70 belonged to the age group of 40-50 (54.29%), followed by 34.28 percentage in the 30-40 age group.

So, from the above table we can infer that the average age of the respondent sample was found to be 34.28, which is approximately 40 years.

TABLE 1.2 (ACADEMIC QUALIFICATION)

Education plays a key role in each and every business. An educated man tends to make quick and wise decisions. With the intention of understanding the educational qualification of the poultry farmers, a survey was made and the findings are tabulated below in the Table 1.2

ACADEMIC QUALIFICATION OF POULTRY FARMERS:

Academic Qualification	No. of Respondents	Percentage
Illiterate	8	11
Middle School	20	29
Secondary level	26	37
Graduation	16	23
Post Graduation	Nil	Nil
Total	70	100

(Source: Primary data)

From the above table, it can be deduced that 8 out of 70 of the respondents (11%) were illiterates. A maximum number of the respondents (37%), that is, 26 out of 70 have studied till the secondary level, followed by 20 out of 70 respondents (29%) till the middle school level. The respondents who are graduates were (23%), 60 out of 70.

We can understand from the above findings that this type of individual activity does not require a high level of education, since most of the respondents have studied only till the secondary school level.

TABLE 1.3

NUMBER OF YEARS IN THE POULTRY FARMING BUSINESS:

In any business activity, profit cannot be achieved in a few years of starting of the business. To understand and identify the number of years the poultry farmers were in the business, a survey was conducted and the results are exhibited in the table below: (Table 1.3)

From the above table, it is found that 31percentage (22 out of 70) of the respondents were in the poultry farming business for less than 5 years. A majority of 46 percentage of the respondents (32 out of 70) belong to the 5 to 9 years group followed by 17 percentage in the 10 to 15 years of experience. Finally 6%, that is, 4 out of 70 respondents have above 15 years of experience in poultry farming. From this it can be understood that the average number of years of business experience in poultry farming was found to be 6.9 which is approximately 7 years.

Table : 1.3 Number of years in the poultry farming business:

No. of years in business	No. of Respondents	Percentage
Less than 5 years	22	31
5 yrs to 9 yrs	32	46
10 yrs to 15 yrs	12	17
More than 15 yrs	4	6
Total	70	100

**TABLE 1.4
THE COST OF FEED CONSUMPTION IN POULTRY FARMING**

years	Cost of sacks (1 sack = 125kg) in rupees
2008	964
2009	1040
2010	1124
2011	1205
2012	1312

(Source: Primary data)

From the above table, the following information is gathered. In 2008, cost of feed in sacks (each sack contains 75kg) was Rs.984. It increased by Rs 84 and reached Rs. 1040 in the year 2009. Further there was an increase of Rs.80 to reach Rs. 1124 in the year 2010.

TABLE. 1.5 METHODS OF REARING

Of the various methods of rearing chicks the cage system and deep litter system are the most popular among the poultry farmers of Namakkal taluk as identified in the pre – testing stage. Hence these two are enumerated and the data collected are Exhibited in the table 1.7. below.

THE TABLE SHOWS THE METHODS OF REARING

Methods of Rearing	No. of Respondents	Percentage
Cage system	16	22.86
Deep litter system	50	71.43
Any other specify (if pen)	4	5.71
Total	70	100

(Source: Primary data)

From the above table 1.7, the following can be inferred 22.86 percentage, 16 out of 70 respondents adopt the cage system for rearing chicks. A majority of 50 out of 70 respondents adopt the deep litter system. Only 4 respondents adopt pen system. It is concluded that the deep litter system is the most used method of rearing.

TABLE 1.6 THE NUMBER OF BROILERS REARED IN A MONTH

To ascertain the number of broilers reared in month in the poultry farm, a study was made. In that study it is found that, out of 70 sample units 25 persons reared the chicks and the remaining 45 sample units purchased the chicks in the poultry farms and sold them in the market.

From the data collected, 25 sample units who rear the chicks the following Table 3.9 is prepared and presented.

Number of Birds	No. of Respondents	Percentage
Less that 5000	2	8
5000-10000	4	16
10000 - 15000	10	40
15000-20000	4	16
More than 20000	5	20
Total	70	100

(Source: Primary data)

From the study of 25 Poultry farms, which rear broiler chicks, data is collected on the number of chicks reared in a month. It is found that 10 farms (40 Percentage) rear 10,000 to 15,000 broilers per month. 4 farms rear 5,000-10,000 broilers and 5 farms rear more than 20,000 broilelrs.

Thus, it is inferred that on an average the number of Broilers reared in a farm in Namakwa taluk is computed to be 13440, which may be approximated to 13,500 per month.

TABLE 1.7 NO. OF EGGS GOT IN A DAY:

To ascertain the number of eggs procured in a day, data was collected from the respondents, analyzed and tabulated below in the table.

NO. OF EGGS GOT IN A DAY

Farms	No of eggs
1	250
2	400
3	700
4	1000
5	1100
Average	690

(Source: Primary data)

The above table explains the number of eggs got in a day from the poultry farms. The total number of eggs got from these five farms per day was noted. The number of eggs range from 110 per day to 250 per day.

It is found that on an average 690 eggs are produced by poultry farms in Namakkal District. The number of eggs got per month may be estimated at 20700 on an average.

COST OF EQUIPMENT AND MACHINERY PER UNIT

The farm can operate with limited equipment and machinery. To understand the nature of investment in equipment and machinery, the required data was collected from the respondents, and analyzed and is tabulated below in Table 1.7

TABLE1.8 COST OF EQUIPMENT AND MACHINERY PER UNIT

Equipment & Machinery	No. of Respondents	Percentage
< 5000	12	17
5000-10000	24	34
10000 - 15000	22	31
15000-20000	8	11
> 20000	4	6
Total	70	100

(Source: Primary data)

From the above table, the expenses incurred on machinery for the poultry farm may be inferred as below. A majority of the respondents, that is 34 percentage have said that the equipment and machinery investment was from Rs. 5000 to Rs.10000. Only four of the respondents say that the investment in machinery was above 20000.

From this it can be inferred that the average expenditure on equipment and machinery was Rs10200, which is approximately Rs.10000.

PROBLEMS IN VETERINARY SERVICES

To ascertain if problems are faced by the sample units in getting the veterinary services, an in-depth study is undertaken and the outcome of it has been listed in the (Table 1.9)

(Source Primary data)

Out of 70 sample units 52 faces no problem whereas the remaining 18 units have some problems. From the 18units which have problems, an enquiry is made to understand the nature of problems. They utter many problems like lack of experts, lack of facilities, lack of appropriate medicines and high cost and so on. So, it can be understood that there is no problems in veterinary services.

Table 1.9 PROBLEMS IN VETERINARY SERVICES

Problems in Veterinary Services	No. of Respondents	Percentage
Yes	18	26
No	52	14
Total	70	100

Table 1.10 PLACE OF PURCHASE OF CHICKS

Place of Purchase	No. of Respondents	Percentage
Local	64	91.43
From outside	6	8.57
Total	70	100

(Sources: Primary data)

From the above table, it is clear that most of the respondents procured chicks from local, while, when further investigated they express that layer chicks were procured from local, while, broiler chicks were procured from Palladam primarily. Only a few farmers (6 out of 70) procure chicks from the outside poultry farms. Hence it may be concluded that the supply of chick's is done by local sources.

Table 1.11**AVERAGE NUMBER OF EGGS SOLD AND THEIR CONTRIBUTION (PER SEASON)**

With the intention of ascertaining the average number of eggs sold and the contribution of the poultry farms, a survey was made and its findings are depicted in Table 1.8

No. of eggs sold	Contribution (in Rs. Per month)	% to total
Sales to consumers	3100	10
Sales to hotels	5750	20
Salesto Retailer	11600	40
Sales to Wholesalers	8100	30
Total	28550	100

(Source: Primary data)

The above table explains the average percentage of eggs sold per month from the poultry farm to various categories of clients and the corresponding profit.

From the data collected, it is estimated that 10 percentage of the egg produced is sold directly to customers, 20 percentage to hotels, 40 percentage to retailers and 30 percentage to the wholesalers. The monetary value of 20700 eggs sold per month is calculated as Rs. 28,550. The rate is expressed to be Rs. 3.40 for customers, Rs 3.20 for hotels & retailers, and Rs.3.00 for wholesalers.

We can note from the above findings that the majority of eggs are sold to the retailers followed by the wholesalers.

Table1.12 PROBLEMS IN MARKETING

Products produced must be skillfully marketed so that the producer can reap the benefits of the low cost of production. Any business will have some problems in marketing. To ascertain the problems in marketing in poultry business, data was collected and analyzed by the researcher. The results are given below.

(Table : 1.12)

Out of the 70 sample units, 24 units have marketing problems whereas other 46 units have various problems like distance to the market, damage in transit, fluctuation in prices etc.

In general, it can be inferred that poultry farming may be considered to be an enterprise with very few problems in marketing.

1.10. FINDINGS

1. So, from the above table we can infer that the average age of the respondent sample was found to be 34.28, which is approximately 40 years.
2. We can understand from the above findings that this type of individual activity does not require a high level of education, since most of the respondents have studied only till the secondary school level.
3. From this it can be understood that the average number of years of business experience in poultry farming was found to be 6.9 which is approximately 7 years.
4. In 2008, cost of feed in sacks (each sack contains 75kg) was 984. It increased by Rs 84 and reached Rs. 1040 in the year 2009. Further there was an increase Rs.80 to reach Rs. 1124 in the year 2010.

Table : 1.10 Problems in Marketing

Problems in marketing	No. of Respondents	Percentage
Distance to the market	6	9
Damage in transit	14	20
Fluctuation in prices	6	9
Insurance	6	9
Climate condition	10	9
Perishable characteristic of eggs	4	6
No Problem	24	34
Total	70	100

(Source: Primary data)

5. Out of 70 sample units 52 faces no problem whereas the remaining 18 units have some problems. From the 18 units which have problems, an enquiry is made to understand the nature of problems. They utter many problems like lack of experts, lack of facilities, lack of appropriate medicines and high cost and so on. So, it can be understood that there is no problems in veterinary services.
6. From the above table, it is clear that most of the respondents procured chicks from local, while, when further investigated they express that layer chicks were procured from local, while, broiler chicks were procured from Palladam primarily. Only a few farmers (6 out of 70) procure chicks from the outside poultry farms. Hence it may be concluded that the supply of chick's is done by local sources.
7. It is concluded that deep litter system is most used method of rearing.
8. It is inferred that on an average the number of Broilers reared in a farm in Namakwa taluk is computed to be 13440, which may be approximated to 13,500 per month.
9. From this it can be inferred that the average expenditure on equipment and machinery was Rs10200, which is approximately Rs.10000.
10. We can note from the above findings that the majority numbers of eggs are sold to the retailers followed by the wholesalers.
11. In general, it can be inferred that poultry farming may be considered to be an enterprise with very few problems in marketing.

1.11 SUGGESTIONS

1. Farmers should be effectively educated through government training and other media support on matters like proper planning and layout of poultry farming.
2. Quality control measures may be taken by the state government on private hatcheries Licensing the private hatcheries should be carefully implemented.
3. Since the poultry farming is an agro based industry the government should not levy tariff or power consumption.

4. Disposal of dead birds in a hygienic manner either by using incinerator or by pit method is very essential.
5. Vehicles visiting the farms should be thoroughly disinfected by appropriate disinfectant spray.
6. Storage facilities for feed ingredients / feeds must be managed in a hygienic manner.
7. Poultry medicines are costly and scarce. The Government can have a higher stock of medicines and provide them to the needy farmers.

1.12 CONCLUSION

The Government of India in its policy decision has granted the status of 'agriculture' to 'poultry', to boost growth, but very few have instituted the poultry industry in their states. A draft National Poultry Policy, 2005, envisages the policy and strategy for the country. There is a need to focus on development efforts in small holder poultry, with emphasis on research and capacity building including the development of thermos table vaccines against avian diseases, and the promotion of service delivery models that will be in the interests of the poor. However, at present the poultry sector in India is not well organized. Past initiatives such as the distribution of cockerels and subsidized chick supply to farmers did not give encouraging results as these activities were not sustainable in terms of technical and institutional mechanisms.

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A STUDY ON JOB STRESS AMONG THE MIDDLE AND LOW LEVEL EMPLOYEES IN HARIHAR ALLOYS CASTINGS (P) LTD, TRICHY

M.Nirmal¹

ABSTRACT

Stress is a normal part of everyday life. When managed well, it can work in a positive way to help one to perform better. But badly managed, or ignored, it can be a killer. Stress is the response by the body to the demands placed on it. The amount of pressure will determine whether one can cope or not. The word "Stress" comes from the Latin word "Stringer" which means hardship. The word "Stress" as we use it now is an abbreviated form of "distress". Stress management is an issue of managing the demands and pressures placed on you in the most effective way. The point at which positive pressure turns to negative stress varies for each individual. It will also vary at different times in one's life. According to this study the workers have more stress due to unsatisfied salary, fringe benefit and work load. So, the stress can be eradicated through giving proper effective training and development programmes, adequate salary and other benefits which can fulfill the needs of the employees. The researcher has covered few aspects of stress. In future research can be conducted in this area focusing more on emotional aspects.

Keywords: Job Stress, Training & Development, Life and Career Changes, Organizational Strategy.

INTRODUCTION

Stress is a normal part of everyday life. When managed well, it can work in a positive way to help one to perform better. But badly managed, or ignored, it can be a killer. Stress is the response by the body to the demands placed on it. The amount of pressure will determine whether one can cope or not.

The word "Stress" comes from the Latin word "Stringer" which means hardship. The word "Stress" as we use it now is an abbreviated form of "distress".

Stress management is an issue of managing the demands and pressures placed on you in the most effective way. The point at which positive pressure turns to negative stress varies for each individual. It will also vary at different times in one's life.

DEFINITION

Ivancevich and Marteson (1980) define stress in condensed form as "the interaction of the individual with the environment". Then gives more detailed working definition as an adaptive, response mediated by individual difference and/or psychological process that is a consequence of any external (environmental) action, situation, or event that places excessive, psychological and/or physical demands upon a person.

Beehr and Newman (1980) define job stress as a "condition arising from the interaction of people and their jobs and characterized by changes within the people that force them to deviate from their normal functioning".

From the above definitions, simplifying them, "stress" is defined as an "Adaptive response to an external

situation that results in physical, psychological and behavioral deviations for organizational participants".

MEANING OF STRESS

Stress is usually thought of in negative terms. It is thought to be caused by something bad, (e.g. a college student is placed on scholastic probation, or the boss gives a formal reprimand for poor performance). This is a form of distress. But there is also a positive, pleasant side of stress caused by good things (e.g. an employee is offered a job promotion at another location.)

In other words, stress can be viewed in a number of different ways and has been described as the most imprecise word in the scientific dictionary. The word "stress" has also been company with the word "sin". Both are short emotionally charged words used to refer to something that otherwise would take many words to say.

CONCEPT OF STRESS

The first concept looked at stress as an outside stimulus and a second concept defines stress as a person's response to a disturbance. The idea that environment forces could actually cause disease rather than just short term effects, and that people have a natural tendency to resist such forces.

Cannon described these individuals as being "under stress". One of the first scientific attempts to explain the process of stress related illness was made by physician and scholar Hans **Selye (1946)**, who described three stages an individual encounters in stressful situations.

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i) Alarm Reaction

Alarm reaction in which an initial phase of lowered resistance is followed by counter shock, during which the individual defense mechanism become active.

ii) Resistance

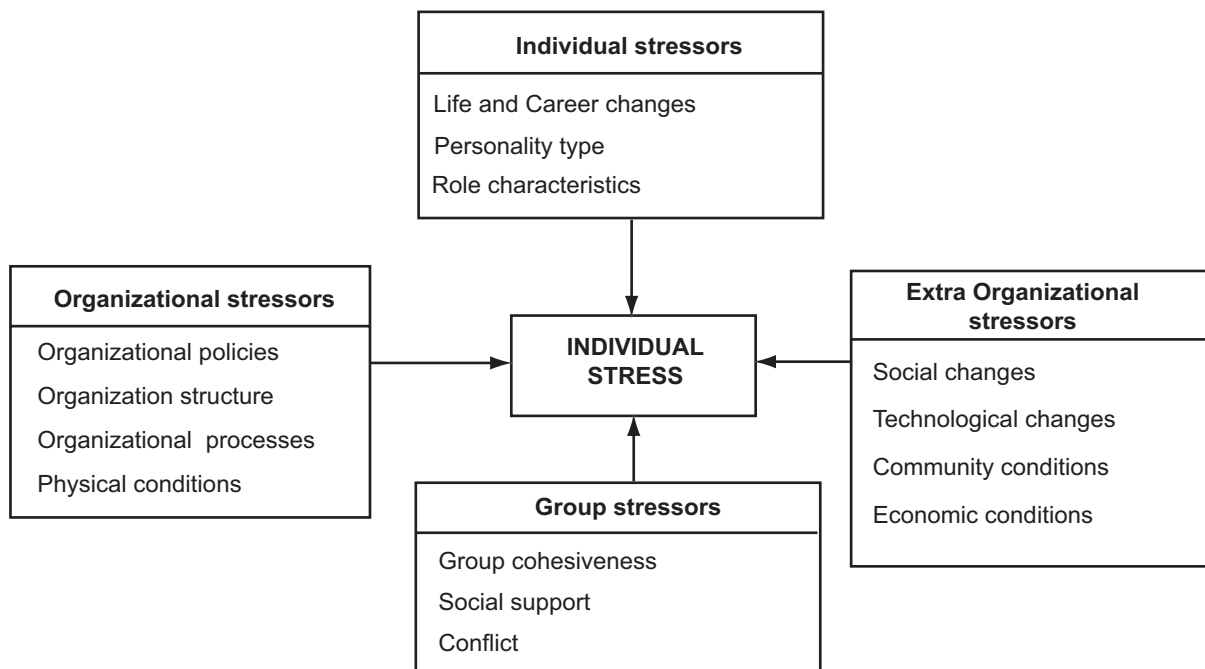
Resistance the stage of maximum adaptation and hopefully, successful return to equilibrium for the individual. If however, the stress agent continues, or the defense mechanism does not work, the individual will move on to a third stage.

iii) Exhaustion

When adaptive mechanisms collapse, newer and more complete theories of stress emphasize the interaction between a person and his or her environment. By cooking at stress as resulting from a misfit between an individual and their particular environment. We can begin to understand why one person seems to flourish in a certain setting while another suffers. (Hans Selye 1946)

CAUSES OF STRESS

There may be numerous conditions in which people may feel stress. Conditions that tend to cause stress are called stressors. Although even a single stressor may cause major stress, like death of near one, usually stressors combine to press an individual in a variety of ways until stress develops. The various stressors can be grouped into four categories: individual, group, organizational, and extra organizational. Within each category, there may be several stressors. Though, stressors have classified into these categories, all eventually get down to the individual level and put stress on individuals.



Flow chart :1

Individual Stressors

There are many stressors at the level of individual, which may be generated in the context of organizational life or his personal life. There are several such events, which may work as stressors. These are life and career changes, personality type, and rote characteristics.

STATEMENT OF THE PROBLEM

Job stress is an important factor in determining the quality of any organization. An employee who is out of his stress in his job will contribute his maximum to the organization. Therefore the researcher wanted to study the level of job stress among the employees in HARIHARALLOYS CASTINGS (P) Ltd.

OBJECTIVES

The objectives of the study are as follows:

1. To study the various factors affecting job due to stress.
2. To find the relationship between job stress and their family life.
3. To give suggestions to improve the organizational strategies for reduce stress.

METHODOLOGY

Universe

The universe is the population of the study at hand. The universe in this study is all the employees of

HARIHARALLOY CASTINGS (P) Ltd. It consists of 165 employees among them 80 are middle level employees and 85 are low level employees.

Sampling

A sample is a part of the universe, which represents the whole universe. The researcher has adopted stratified proportionate random method of sampling for the study to select the 50 samples from the universe and to collect the required data. To select the required number of 50 respondents, the researcher followed random table. The details are presented in Table.1

Table - 1 Details of Sample

S. No	Differentiating Level	Universe	Sampling	Percentage
1.	Middle	80	24	48
2.	Low	85	26	52
	Total	165	50	100

HYPHOTHESIS

1. There is significant relationship between age of the respondents and various dimensions of factors.
2. There is a significant association between age of the respondents and their various dimensions of factors.
3. There is a significant difference between type of family of the respondents and their various dimensions of factors
4. There is a significant difference between type of family of the respondents and their job stress

REVIEW OF LITERATURE

Karuna Sharma and **Sadhna Mahajan**(1990) has conducted a study on Gender difference in stress as affected by personality in Bank Employees, on clerical cadre staff of nationalized banks in the municipal limits of Shimla town of Himachal Pradesh. It was observed that both extrovert and introvert female respondents experienced more stress than their male counterparts on most of the stress parameters. Neurotic female and stable male showed more stress than their corresponding counter parts.

The conclusions of the study is 1) Extrovert females experienced significantly. More stress in their perception of role erosion, role isolation and role ambiguity where as in males more stress was felt on role stagnation. 2) Introvert females were more stressed on all types of role stress except role stagnation and personal inadequacy as compared to males. 3) Neurotic females had significantly higher stress in their perception of inter role distance, role overload, role isolation and role ambiguity. 4) Stable male respondents experienced more stress on inter role distance, role stagnation, personal inadequacy and resource inadequacy whereas female respondents experienced more stress on inter role distance and role erosion.

In 1992, United Nations had conducted a study on job stress and its Report labeled as "The 20th Century Disease" and a few years later the world health

organization said it had become a "World wide Epidemic". A 1998 study reported that rapid changes in the workforce had resulted in a staggering unemployment rate of 10% in the European Union and higher rates of job stress complaints. Japan had a similar problem as a result of a major and prolonged recession.

B.I. Thomas kutty (1996) has conducted a study on Family Stress and Care of Mental Patients to examine the stress on Indian families in caring for a mentally ill member and to analyze the socio - economic status on family stress and found that reactions of society toward mental illness and family or relations with friends. Neighbors and relatives were other major stressors, as reflected in the findings obtained. Families from high SES (socio—economic status), middle SES and low SES were affected by the social stigma caused by mental illness in their families.

Dr. H.L.Kaila (1998) has conducted a study of anxiety, stress and smoking in women. She found that the female daily smokers have significantly high score in the areas of physiological anxiety. Feeling restless, difficulty in relaxing, feens (fear about uncertainty of the future, afraid of saying no), and obsessive anxiety (worrying about minor matters, troubled by recurrent and persistent ideas) which is greater than other categories. In case of women smokers are sedative, stimulant. indulgent, addictive, and psychosocial..

Chittranjan N. Daffuar & Priya Nair (2000) have conducted a study on "The Impact of Organizational Stress on Occupational Stress "in process, service, engineering and manufacturing organizations. The study aimed to study the differences in the culture of these organizations. The results indicate an adverse relationship between organizational culture and occupational stress in most cases. With regard to differences in culture, the culture of service organization was found to be significantly different from the culture of Engineering manufacturing organization differed significantly from manufacturing organization no Significant differences were found between any other organizations.

Dr. H.L.Kaila (2000) has conducted “A Study On Health Problems Of Women Computer Workers” revealed that the psychosomatic problem, that has been found to be significantly more among the women who used computer at different exposure times than those who did not use, these respondents had troubled with aches in the neck or upper back . 83.5% of the women, who used computer 75% of the times in a day at their work place, complained that they often or sometimes had aches in the neck or upper neck. The other psychosomatic problems were found that tiredness in a short time, trouble with lower back pain & breathing, a feeling of constriction in chest, trouble with poor appetite & getting to sleep etc.

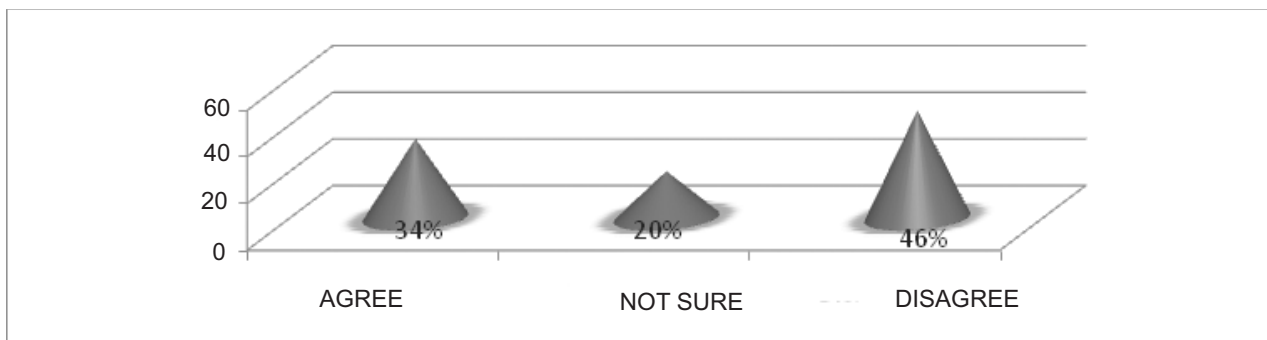
DATA ANALYSIS, INTERPRETATION AND FINDINGS

TABLE - 2 FEELING MONOTONOUS AT JOB

S. No	Variables	No. of Respondents	Percentage
1	Agree	27	54
2	Not Sure	13	26
3	Disagree	10	20
	Total	50	100

In the above table reveals that 54% of the respondents agree that their job is monotonous, 26% of the respondents are not sure about this and 20% of the respondents disagree with this. Therefore, it can be inferred that the majority of the respondents agree that their job is monotonous. However one fifth of the respondents clearly denied this.

BREATHING TROUBLE WHEN WORK INCREASED



The above Diagram shows that 46% of the respondents disagree that they have breathing trouble when the work load is increased, 34% of the respondents agree with this and 20% of the respondents are not sure about this. Therefore, it can be said that many respondents disagree that they develop breathing trouble when the work load is increased. However, 34% of the respondents agree that they develop breathing trouble when the work load is increased which is significant.

TABLE - 3 OVERTIME WORK AS SOURCE OF STRESS

S. No	Variables	No. of Respondents	Percentage
1	Agree	12	24
2	Not Sure	15	30
3	Disagree	23	46
	Total	50	100

As per Table No.3, 46% of the respondents disagree that compulsory overtime work is a source of stress, 30% of the respondents are not sure about this and 24% of the respondents agree with this. Therefore, it is said that many respondents disagree that compulsory overtime work is a source of stress.

Table No. 4 shows that 66% of the respondents agree that their relationship with their colleagues is good, 28% of the respondents are not sure about this and 6% of the respondents disagree with the statement. Therefore, it can be concluded that the majority of the respondents agree that their relationship with the colleagues is good.

TABLE - 4 RELATIONSHIP WITH COLLEAGUES GOOD

S. No	Variables	No. of Respondents	Percentage
1	Agree	33	66
2	Not Sure	14	28
3	Disagree	3	6
	Total	50	100

TABLE - 5 EXPRESS FEELINGS OPENLY

S. No	Variables	No. of Respondents	Percentage
1	Agree	29	58
2	Not Sure	16	32
3	Disagree	5	10
	Total	50	100

Table No. 5, shows that 58% of the respondents agree that they are able to express their feelings openly, 32% of the respondents are not sure about this and 10% of the respondents disagree with this. Therefore, it can be inferred that the majority of the respondents agree that they are able to express their feelings openly.

TABLE - 6 TECHNIQUES USE TO MANAGE STRESS

S. No	Variables	No. of Respondents	Percentage
1	Yoga/Meditation/Exercise	20	40
2	Relax at home with family	9	18
3	Listen to music	9	18
4	Go out with friends	11	22
5	Others	1	2
	Total	50	100

Table No. 6, shows that 40% of the respondents are involving themselves into yoga, meditation and exercise to manage stress, 22% of the respondents spent time with their friends, 18% of the respondents listen to music and again 18% of the respondents relax at home with their family. And other techniques are followed by only one respondent. Therefore, it can be concluded that many of the respondents are involving themselves into yoga, meditation and exercise to manage stress.

TABLE - 7 KARL PEARSON'S CO-EFFICIENT OF CORRELATION BETWEEN AGE AND VARIOUS DIMENSIONS OF FACTORS

S. No	Variables	Correlation Value	Statistical Inference
1	Physical factors	0.803	P < 0.05 Significant
2	Organizational factors	0.803	P < 0.05 Significant
3	Interpersonal factors	0.695	P < 0.05 Significant
4	Overall factors	0.803	P < 0.05 Significant

Table No-7 shows that there is a correlation between the age of the respondents and their various dimensions of factors.

Research hypothesis

There is significant relationship between age of the respondents and various dimensions of factors.

Null hypothesis

There is no significant relationship between age of the respondents and various dimensions of factors.

Statistical test

Karl Pearson's coefficient of correlation was used to test the above hypothesis.

Findings

There is a significant relationship between age of the respondents and various dimensions of factors. Hence the null hypothesis is rejected and the research hypothesis is accepted.

TABLE - 8 ASSOCIATION BETWEEN AGE OF THE RESPONDENTS AND THEIR VARIOUS DIMENSIONS OF FACTORS

S. No	Factors	Age			Statistical inference
		18-25yrs (N=22)	26-45yrs (N=27)	46-58yrs (N=1)	
1	Physical factors				X ² = 33.599 Df = 2 P <0.05 Significant
	Low	22 (100%)	5 (18.5%)	0	
	High	0	22 (81.5%)	1 (100%)	
2	Organizational factors				X ² = 33.599 Df = 2 P <0.05 Significant
	Low	22 (100%)	5 (18.5%)	0	
	High	0	22 (81.5%)	1 (100%)	
3	Interpersonal factors				X ² = 33.599 Df = 2 P <0.05 Significant
	Low	22 (100%)	5 (18.5%)	0	
	High	0	22 (81.5%)	1 (100%)	
4	Overall factors				X ² = 33.599 Df = 2 P <0.05 Significant
	Low	22 (100%)	5 (18.5%)	0	
	High	0	22 (81.5%)	1 (100%)	

Table No. - 8 show that there is an association between age of the respondents and their various dimensions of factors.

Research hypothesis

There is a significant association between age of the respondents and their various dimensions of factors.

Null hypothesis

There is no significant association between age of the respondents and their various dimensions of factors

Statistical test

Chi-square test was used to test the above hypothesis

Findings

There is a significant difference between age of the respondents and their various dimensions of factors. Hence the null hypothesis is rejected and the research hypothesis is accepted.

Table - 9 DIFFERENCE BETWEEN TYPE OF FAMILY OF THE RESPONDENTS AND THEIR VARIOUS DIMENSIONS OF FACTORS

Sl.no	Type of family	Mean	S.D	Statistical inference
1	Physical factors			T = -7.943
	Nuclear (N=20)	1.0000	0.00000	P < 0.05
	Joint (N=30)	1.7667	0.43018	Significant
2	Organizational factors			T = -7.943
	Nuclear (N=20)	1.0000	0.00000	P < 0.05
	Joint (N=30)	1.7667	0.43018	Significant
3	Interpersonal factors			T = -5.759
	Nuclear (N=20)	1.0000	0.00000	P < 0.05
	Joint (N=30)	1.6333	0.49013	Significant
4	Overall factors			T = -7.943
	Nuclear (N=20)	1.0000	0.00000	P < 0.05
	Joint (N=30)	1.7667	0.43018	Significant

Df = 48

Table No. 9 shows that there is a significant difference between type of family of the respondents and their various dimensions of factors.

Research hypothesis

There is a significant difference between type of family of the respondents and their various dimensions of factors

Null hypothesis

There is no significant difference between type of family of the respondents and their various factors

Statistical test

Students “t” test was used to test the above hypothesis.

Findings

There is a significant difference between type of family of the respondents and their various dimensions of factors. Hence the null hypothesis is rejected and the research hypothesis is accepted.

Table - 10 DIFFERENCE BETWEEN TYPE OF FAMILY OF THE RESPONDENTS AND THEIR JOB STRESS

Sl.no	Type of family	Mean	S.D	Statistical inference
1	Overall job stress			T = -7.943
	Nuclear (N=20)	1.0000	0.00000	P < 0.05
	Joint (N=30)	1.7667	0.43018	Significant

Df = 48

Table No.10 shows that there is a significant difference between type of family of the respondents and their job stress.

Research hypothesis

There is a significant difference between type of family of the respondents and their job stress

Null hypothesis

There is no significant difference between type of family of the respondents and their job stress.

Statistical test

Students “t” test was used to test the above hypothesis

Findings

There is a significant difference between type of family of the respondents and their job stress. Hence the null hypothesis is rejected and the research hypothesis is accepted.

SUGGESTIONS:

1. Uncertainty in fringe benefits is one of the main causes of stress among the employees. So the management may try to revive the fringe benefits.
2. The employees disagree that they are satisfied with salary and perks by the Organization. This is also a cause for stress. So, the management may increase the salary and perks which will help them to develop their socio- Economic status.

3. The training and development programmes given by the organization seem to have evoked no definite response in the employees. They are differed in their opinion about it. The management may make a systematic plan with definite expected change with regard to training and development programmes.
4. The management may offer regular exercise to the employees to reduce stress.

CONCLUSION:

The employee stress is a common and expensive problem in today’s workplace. The workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. The researcher has studied job stress among the employees in Harihar Alloys Castings (P) Ltd. In order to minimize the work stress the management should motivate the employees by give some stress compensations, rewards, recognition. The employee should allow taking some rests, coffee and food items as they can need. The management should need to do take required actions as the recommendations stated. The researcher has covered few aspects of stress. In future research can be conducted in this area focusing more on emotional aspects.

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EMPLOYEE PERFORMANCE EVALUATION USING BALANCED SCORECARD - ISSUES AND CHALLENGES.

Nirmala Joseph¹

ABSTRACT

A growing number of firms are replacing their financially-based performance measurement and compensation systems with a "balanced scorecard" incorporating multiple financial and non-financial indicators. Proponents of the balanced scorecard concept contend that this approach provides a powerful means for translating a firm's vision and strategy into a tool that effectively communicates strategic intent and motivates performance against established strategic goals. However, the balanced scorecard literature provides little discussion of the scorecard's role in compensation decisions, despite the fact that the majority of adopters use the scorecard for this purpose. The limited discussion of performance evaluation and compensation issues raises a number of questions regarding how the multiple performance measures and their relative weights are chosen to ensure "balance" in the compensation plan, the appropriate role of subjective versus formula-driven performance evaluations, the choice of qualitative versus quantitative performance measures, and the extent to which managers' understanding of strategic objectives and managerial actions vary with different forms of scorecard-based incentive plans. These questions are all the more interesting because, in the past, firms have sought to simplify performance measures by adopting multiunit organizational designs, decentralizing operational decisions to individual business units, and holding business units accountable mainly for bottom-line financial results.

Key words: balance scored board, Operational decisions,

Introduction of Balanced Scorecard

Performance Evaluation is an integral part of Management Accounting. Although financial measures continue to dominate the Performance cards of any corporate entity, non financial measures are slowly gaining importance. The traditional financial accounting process has unfortunately failed to include a company's intellectual assets into its fray, thus making it historic, lacking a futuristic approach. Financial measures alone in performance measurement and control systems are inadequate tools for strategic decision making. A performance management system should include both financial and operating measures.

Kaplan and Norton developed a multidimensional corporate performance scorecard called the Balanced Scorecard. The Balanced Scorecard complements financial measures of past performance with measures of the drivers of future performance. Balanced Scorecard helps in creating a link between short term operational controls to long term vision and strategy of an organisation. The objectives and measures of a scorecard are derived from the vision and strategy of a particular organisation hence vary from one organisation to another, however Kaplan and Norton opine that the following four perspectives provide a framework for the Balanced Scorecard: financial, customer, internal business process and learning and growth (Fig : 1.6)

The most striking attribute of the Balanced Scorecard as an effective Management system is that, it has pioneered the need for financial and non financial measures to be part of the information systems for employees at all levels of the organisation. It is very essential that employees of new age companies should understand not only the financial consequences of their decisions and actions but also the drivers of long term financial success. Users of a Balanced Scorecard need not rely on short term financial measures as the sole indicator of a company's performance, The Scorecard lets them introduce four new management processes that, separately and in combination contribute to linking long term strategic objectives with short term actions. These processes are- translating the company's vision and strategy into operational terms that provide useful guides to action at the local level, the second process- communicating and linking- communicating the strategy up and down the organisation and linking it to departmental and individual objectives, the third process- business planning- enabling companies to integrate their business and financial plans. The fourth process – feedback and learning- helps in articulating the shared vision and supplying strategic feedback. BSC operates in a structured framework, a scorecard can be drawn at every level of the organisation like a corporate scorecard, regional scorecard, divisional scorecard, team scorecard and it then drills down to an individual scorecard. This cascading structure helps

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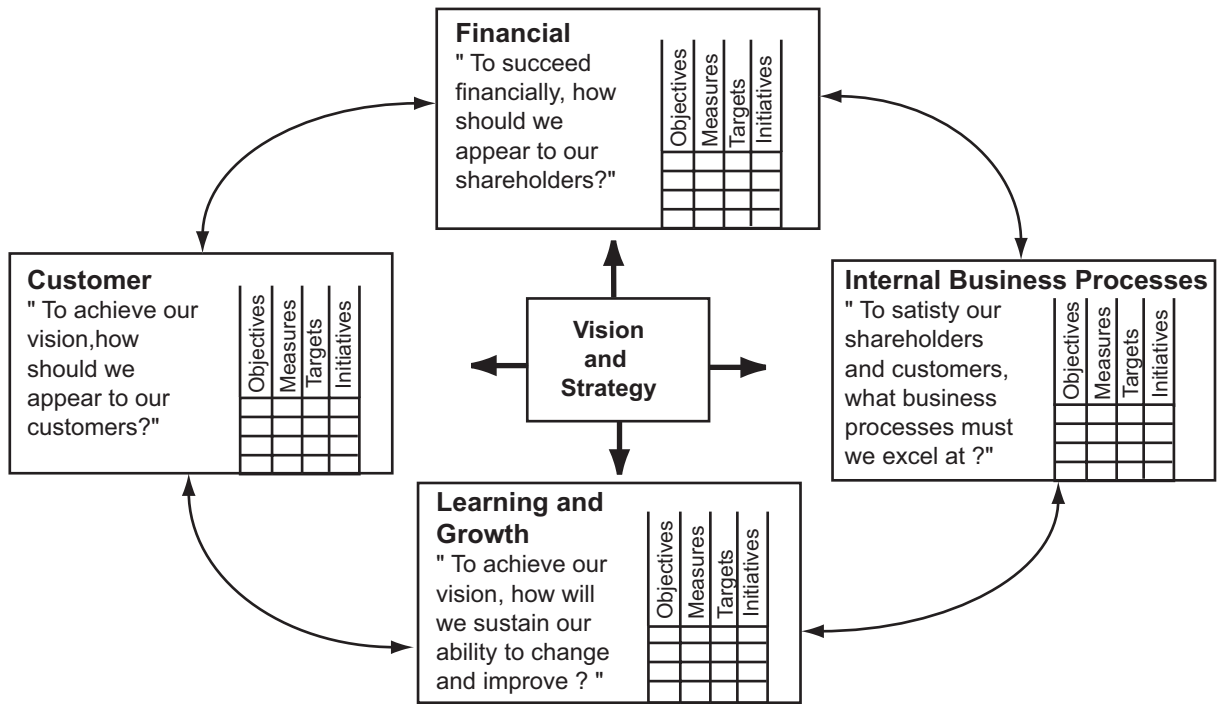


Fig : 1.6

(Adapted from Robert S. Kaplan and David P. Norton, "Using the Balanced Scorecard as a Strategic Management System," Harvard Business Review (January-February 1996): 76).

an individual in an organisation to know how his individual scorecard is linked to the corporate scorecard. Through a Balanced Scorecard, employees link strategic objectives to their daily operations thereby giving clarity on how their actions achieve their objective and influence the overall corporate results.

Balanced Scorecard – An Execution Tool

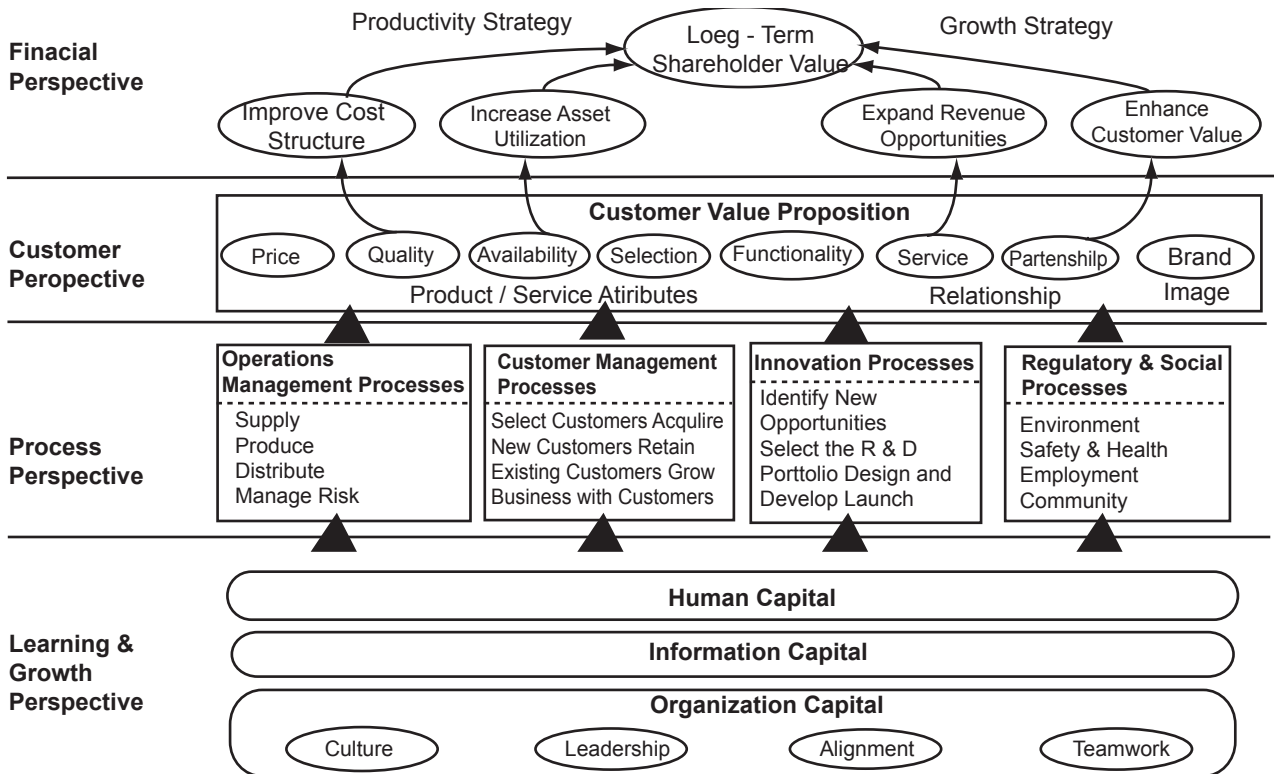


Fig : 1.7

Scribd.com

The above diagram elaborates the first process of converting the organisation vision into operational term as well as creating the link and communicating the same across the organisation. The above tool is called the 'Strategy Map', this tool converts the corporate strategy into various activities or processes which need to be executed across the four dimensions of the balanced scorecard, as well as creating a linkage between the various objectives or process thereby creating an operational plan for the organisation. First, these objectives are identified, then, processes and sub-processes which are required to fulfil the objectives are identified and Key Performance Indicators (KPI) are drawn to measure the objective. Balanced scorecard proposes two types of KPI - 'Lead' Indicator and 'Lag' Indicator. Lag indicators are the end objectives which need to be measured or achieved, but each of these indicators can be complemented with a 'Lead' indicator which pre-empts the performance towards the Lag indicator. Thus, a Lead indicator helps in determining proactively if the processes or sub-processes are being executed at the required performance level, so that the lag indicator is achieved, thereby achieving the overall corporate objective or vision of the company. Improving performance in the objectives found in the Learning & Growth perspective (the bottom row) enables the organization to improve its Internal Process perspective Objectives (the next row up), which in turn enables the organization to create desirable results in the Customer and Financial perspectives (the top two rows). Balanced Scorecard gives a structured framework of communicating to the employees of an organisation. When the vision of an organisation is broken down into simple understandable objectives for employees at various levels, it fast tracks the process of achieving the same. Using the 'Strategy Map' as a tool, the business communicates not only its vision and strategy but also the metrics involved in Performance evaluation, clearly to its employees, thereby effectively bridging the gap between Employer and employees perception of a problem.

Employee Performance Management Process

Employee Performance management process can be visualised as four steps, Define – identify what to measure, Measure – defining metrics and methods, Review – measure and assess, (Fig : 1.8)

Act- takes corrective action, so that the desired performance level is achieved.

Balanced scorecard framework along with the strategy map, helps in defining what needs to be measured and how each of these measure affect the overall corporate strategy. Review stage of the performance life cycle is a managerial activity, result of which lets us know whether we are moving in the right direction or not. Balance scorecard helps in the review process as well,

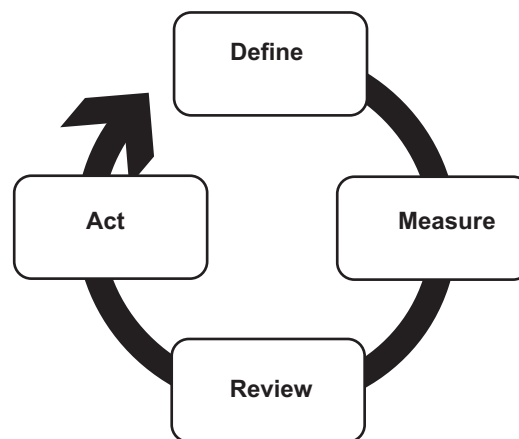


Fig : 1.8

in understanding if things are good, which is good and if not, what is not working.

While translating the strategy to operational plan, from the learning & growth perspective of the balance scorecard we can further map the operational plan to the strategic job families, in which we can define the skills, training and knowledge which is required at an individual level or organisation level to meet the strategy goal. During the review process, using this framework and an extension frame work called 'Workforce Scorecard', we can understand the root-cause of the performance outcome. The last step in the process is to Act. If the Performance outcome is good, this translates into a best practice which can be replicated across the organisation, if the outcome is not satisfactory, then the management has to make a study as to, which operational/strategic levers- like leadership style, measurement system, competencies or culture- needs to be adjusted, so that the desired outcome can be achieved.

Balanced Scorecard – Issues & Challenges:

A Balanced Scorecard helps companies to focus on what needs to be done to create a breakthrough performance and converts strategies into performance measures and targets- however successful implementation of the BSC in an organisation involves a few issues and challenges. The challenges involved in the implementation of a Balanced Scorecard have been explained herein through the lifecycle of an organisation. Objective of an organisation varies at each stage of the life cycle of the organisation. When a business is in the birth stage, all the four perspectives of Balanced Scorecard may not be applicable; its main measure is usually only financial. When in the growth stage, the business may have the finance as well as the customer perspective of the BSC alone. However when a business is in the maturity stage, all perspectives of the BSC can be applied as it would have achieved critical mass in terms of revenue, operational efficiency etc., thus making the concept of BSC difficult to be implemented in the start-up stage of a company.

Secondly, the Balanced Scorecard is more inclined to a Pyramid Organisational structure as Scorecards are to be drafted at various organisational levels and they have a cascading effect. Usually a business in its birth or growth stage tends to have a flat organisational structure making it difficult for successful implementation of the principles involved in a BSC.

Thirdly, a strong and conducive eco system for measuring financial and non financial variables usually does not exist when a business is in its nascent stage-making implementation of BSC difficult in Small and Medium Sector Enterprises(SMEs). Above all, conversion of a BSC into reality needs the presence of a strong information system- which again remains elusive to small organisation and an organisation in its early stages due to the lack of adequate processes and finances.

Many times a BSC fails even at later stages of a business due to lack of understanding and consensus on what a Scorecard actually is. Some companies develop a BSC without actually drawing a strategy map defeating the purpose of a BSC. Difficulty in assigning weights to the different perspectives and establishing cause and effect relationship among perspectives, also remains a critical issue in the implementation of a BSC.

The culture of an organisation, consistency, involvement and adaptability is positively associated with the efficiency of BSC as a performance measurement system and its successful implementation depends upon the organisation's awareness, core values and ability to execute strategies.

Building a successful Balanced Scorecard:

Constructing a successful BSC requires a few non-negotiable prerequisites which have been listed below.

- **Management Buy-in:** The complete support and commitment of the top management is essential in the successful implementation of the BSC. It is important that they understand the concept and the processes in a BSC. Top management support is a vital factor in facilitating the implementation of each BSC attribute. Once the Top management buy-in is established then it has a cascading effect to the other levels of the organisation.
- **Establishing a Physical structure for implementation:** A physical structure like a strategic management office is required in implementation of the BSC
- **Well defined processes:** Clear and well defined processes help in developing a well structured Balanced scorecard. When the processes within an organisation are not clear then it results in a poorly designed Balanced Scorecard

- **Identifying Key Result Areas (KRAs) and translating them into metrics:** KRAs vary from organisation to organisation, at some stages in an organisation it may not be obvious, and hence it is essential to identify them. Mere identification may not help in achieving them hence the need to measure them. Key Performance Indicators act as the metrics which help measure the KRAs
- **Establishing a clear reward system:** A Performance management system will be successful only if linked to a clear reward system. It is essential that the employees are aware of the rewards that will accrue to them if their performance outcome is good.
- **Effective linking of the scorecards at various levels of the organisation:** A scorecard can be drawn at every level of the organisation like a corporate scorecard, regional scorecard, divisional scorecard, team scorecard then an individual scorecard. It is essential to link them, as, achievement of the targets of the scorecard at a lower level will ensure that targets of higher scorecard are met.

Conclusion

The Balanced Scorecard is a system of combining financial and non-financial measures of performance in one single scorecard. Its success lies in the fact that it acts as a comprehensive tool in understanding target customers, needs of customers and value propositions that could be offered for customer satisfaction. BSC helps in shifting the undue focus given to the financial measures of a company and focuses on building intangible and intellectual capital. BSC by virtue of its structure brings about transparency and clarity for the employees especially when a Key Result Area or a Key Result Indicator is shared across departments or individuals. Based on a study on the implementation of the BSC in Indian companies, most companies claimed that the implementation of the Balanced Scorecard has led to the identification of cost reduction opportunities in their organizations which, in turn, has resulted in improvement in the bottom line.

BSC continues to be a fantastic tool in the hands of the management and its successful implementation depends upon the organisation's awareness, core values and ability to execute strategies, thereby leading to improved organisational performance and customer satisfaction and finally the firm's success.

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THE INTENSIFICATION OF MSMEs IN INDIA – A GREEN WAY FOR RURAL NOVELTY

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ABSTRACT

The small and medium enterprises today constitute a very important segment of the Indian economy. Today it accounts for nearly 35% of the gross value of output in the manufacturing sector and over 40 % of the total exports from the country. SME sector has performed exceedingly well and enabled our country to achieve a wide measure of industrial growth and diversification. By its less capital intensive and high labour absorption nature, SMEs sector made significant contributions towards employment generation and rural industrialization. The sectors contribution to employment is second highest next to agriculture. This sector is ideally suited to build on the strengths of the traditional skills and knowledge, by infusion of technologies, capital and innovative marketing practices. The performance of the SMEs sector has been promising till date. If adequate assistance is provided by the government towards marketing of SSI products, his sector will increase employment opportunities as well as earn valuable foreign exchange. This paper analyzes the prosperity of MSMEs in India and benefits of this sector to pastoral peoples.

INTRODUCTION

Micro, Small & medium enterprises (MSMEs) play role capital-intensive producers of consumer goods and providers of employment to labour thereby addressing the problems of reducing the poverty and unemployment. According to results of 4th all India census of MSMEs with reference year 2006-07 there are about 261.01 lakh enterprises (both registered and unregistered), accounting for more than 44.15 per cent of gross value added (GVA) in the manufacturing sector in the country. It has provided employment to about 594.61 lakh persons as at the end of 31.03.2007, which is the largest source of employment after agriculture.

OBJECTIVES OF THE STUDY:

To study the growth status of MSMEs in India.

To know about the benefits of establishing MSMEs in rural areas.

STATEMENT OF THE PROBLEM

As per new economic policy of our country any one can start an enterprise with slight number of formalities. In India young entrepreneurs are very enthusiastic to start a business but they are less motivated and also not aware about opportunities and current prosperity, in this context for highlighting above things to new entrepreneurs the researcher chosen this topic for his study.

SCOPE OF THE STUDY

This study has been undertaken for the purpose of developing entrepreneurship in India. There is huge advantage for one who starts a business under small scale.

METHOD OF ANALYSIS

The researcher used simple percentage to interpret the data in this study. Tables were used to project the data diagrammatically for easy understanding.

GROWTH STATUS OF MSMEs IN INDIA

This chapter includes the data analysis related to Growth status of MSMEs in India such as total number of enterprises, fixed investment in small scale units, export of SMEs and contribution of production in Gross domestic product of our country.

(Table : 1)

The above table shows the number enterprises in MSME sector in 2010-11 was 311.52 lakhs.

(Table :2)

The fixed investment in MSME sector was Rs. 500758 crore in 2006-07 which increased to Rs. 773487 crore in 2010-11.

(Table : 3)

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The production of MSME sector in 2006-07, 2007-08, 2008-09, 2009-10 & 2011 were Rs. 709398crore, Rs.790759crore, Rs.880805crore, Rs.982919crore and Rs.1095758crore respectively.

(Table : 4)

Table-1 Number of enterprises in MSME sector

S.NO	Year	Number of MSMEs(Number in Lakh)
1.	2006-07	261.12
2.	2007-08	272.79
3.	2008-09	285.16
4.	2009-10	298.08
5.	2010-11	311.52

(Source: MSME Annual report 2011-12, Projected data for the year 2009-10 to 2010-11)

Table-2 Fixed investment in MSMEs sector

S.NO	Year	Fixed investment(value in crore)
1.	2006-07	500758
2.	2007-08	558190
3.	2008-09	621753
4.	2009-10	693835
5.	2010-11	773487

(Source: MSME Annual report 2011-12, Projected data for the year 2009-10 to 2010-11)

Table-3 Production in terms of gross output in MSMEs sector

S.NO	Year	Production (Rs. In crore at current prices)
1.	2006-07	709398
2.	2007-08	790759
3.	2008-09	880805
4.	2009-10	982919
5.	2010-11	1095758

(Source: MSME Annual report 2011-12, Projected data for the year 2009-10 to 2010-11)

Table-4 Exports of MSMEs

S.NO	Year	Exports of MSME sector(Rs.crore)
1.	2003-04	97644.00
2.	2004-05	124416.56
3.	2005-06	150242.03
4.	2006-07	182537.85
5.	2007-08	202017.46

(Source: DC (MSME))

The fact that derived from above table is the exports from MSME sector was Rs. 97644.00 crore in 2003-04 which increased to Rs. 202017.46crore in 2007-08.

CONTRIBUTION OF MSME IN GDP AND TOTAL INDUSTRIAL SECTOR

This chapter interprets the statistics pertinent to MSMEs contribution towards countries GDP and the

comparative growth rate between SSI sector and over all industrial sectors.(Table : 5)

The above table shows the Contribution of MSMEs (%) on total Gross domestic Product in 2008-2009 is 8.72per cent.

Comparison of the micro and small enterprises sector with the overall industrial sector (Table: 6)

Table-5 Contribution of MSMEs in the gross domestic product (GDP)

Year	Contribution of MSMEs (%) at 1999-2000 prices in	
	Total production	GDP
2004-05	38.62	5.84
2005-06	38.56	5.83
2006-07	45.62	7.20
2007-08	45.24	8.00
2008-09	44.86	8.72

(Source: MSME Annual report 2011-12)

Table-6 Comparative Data on the growth rates of MSE sector

Year	Growth rates of SSI sector [2001-02base IIP(%age)]	Over all industrial sector Growth rates (%age)#
2004-05	10.88	8.40
2005-06	12.32	8.00
2006-07	12.60	11.90
2007-08	13.00*	8.70
2008-09	**	3.20
2009-10	**	10.50
2010-2011	**	7.80

(*: Projected, IIP-Index of Industrial production, **: Due to revised definition of MSMEs sector, methodological revisions are under progress. Source-M/O Statistics and PI website-<http://www.mospi.nic.in>.)

According to above table the growth of SSI sector in India is comparatively fast than the total growth of overall industrial sector of India during the year 200-08. The growth rate of SSI sector is 13.00 percentage during the year 2007-08 the same for over all industrial sector in the same year is 8.70 percentage.

Benefits of MSMEs

The various advantages are derived from MSMEs to rural areas and the people, they are:

Promotional activities and support by government

The establishment of MSMEs in rural areas results, the creation of promotion activities like employment, regular income and savings. It also causes the improvement in standard of living and increase in fixed assets value. Government also providing number of facilities like infrastructure, communication etc.,

Machinery procurement

The development of MSMEs in India results, increment of several new enterprises in the country and it increases the purchasing of varieties of new machineries to various enterprises. It makes us increasing import of new equipments by our country.

Manpower training

The MSME sectors mainly located in rural areas, where the skilled labours are very low in numbers. The MSME

provides training to the unskilled workers who are all selected for their enterprises. It improves the capacity of the manpower living rural areas.

Technical and managerial skills

Due to the procurement of various machineries and offering various training programme to the labours, they become a technically skilled employees and also they obtained managerial skills regarding the management of the organization.

Technology adaptation

MSMEs involves the production of engineering goods, electronic goods due to this small units are needs innovative technologies for the purpose of producing above goods. New technology assures quality but it consumes more finance. The benefits to rural people are quality products in low price and the local labours are trained under the new technology.

Infrastructure development

Due to liberalization and privatization policy of India, the huge number of small units were started by Indian entrepreneurs, which results infrastructure development in rural areas such as, road facilities, communication, electric power, water etc.,

Employment opportunities

Above all the major advantage of establishing small industries in rural places is employment opportunities for local peoples, due to this the living style of the people may change or not but they earn regular income which causes for life security. Table-7 shows the employment trends in MSMEs sectors in India.

Table-7 Employment trends in MSMEs sector

S.NO	Years	Total MSMEs(lakhs No.)	Employment(Lakhs & persons)
1.	2000-01	101.1	238.73
2.	2001-02	105.21	249.33
3.	2002-03	109.49	260.21
4.	2003-04	113.95	271.42
5.	2004-05	118.59	282.57
6.	2005-06	123.42	294.91
7.	2006-07	261.01	594.61
8.	2007-08	272.79	626.34
9.	2008-09	285.16	659.35
10.	2009-10	298.08	695.38
11.	2010-2011	311.52	732.17

(Source: Annual report 2011-12, Ministry of MSME)

The above table highlighted that the latest figure for the year 2010-11 is 732 lakhs persons.

The total number of small units are 311 lakhs. SSI sector in India creates largest employment opportunities for the Indian population, next to agriculture. It has been estimated that 1 lakh rupees of investment in fixed assets in the small scale sector generates employment for four persons.

CONCLUSION

Today's problems of our domestic entrepreneur are foreign products, which are marketed in Indian markets. Due to financial problem of local manufacturer they are not able to adopt needed technology for high qualified

product in reduced price but other country manufacturers can export the product into our country with less price which is affect the market share of domestic enterprises. But our government tries to spoil the life of Indian small businesses with agreement of FDI in retailing. Thus, the Indian government should restrict the foreign enterprises into Indian market otherwise it's a suicide attempt for small businesses in India.

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INVESTORS SATISFACTION, EXPECTATIONS AND PRACTICAL PROBLEMS ON MUTUAL FUND INVESTMENTS - AN INVESTIGATION STUDY WITH SPECIAL REFERENCE TO COIMBATORE CITY

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ABSTRACT

Mutual fund have strong financial product. Mutual funds are playing a vital role on bringing stability to the financial system and efficiency to resource allocation. It provides for a novel way of mobilizing saving from small investors and allowing them to participate in the equity and other securities of the industrial organization with less risk. The analysis is mainly based on the primary data that is with the help of a structured questionnaire. The researcher has taken a sample size of 150 respondents and has used the population study for sampling. The research has used percentage analysis for the main findings of the study. From the research it was found that an overall basis the investors prefer an investment option that gives high returns with comparatively low risk with the investments objective being a short term or medium term and that the other factors only have a slight impact with the preference of mutual funds amongst the investors. The organization should give more importance in launching the schemes that have high returns.

Keywords: Investors Satisfaction, Expectation, Practical problems and priority of investments.

INTRODUCTION

A mutual fund is a professionally managed type of collective investments that pools money from many investors and puts it in stocks, bonds, short-term money market instruments, and/or other securities. The mutual fund will have a fund manager, that trades the pooled money on a regular basis, and after realizing capital gains or losses are passed out in the form of dividends to the individual investors. Currently, the worldwide value of all mutual funds totals more than \$26 trillion. Mutual funds offer several advantages over investing in individual stocks. For example, the transaction costs are divided among all the mutual fund shareholders, which allows for cost-effective diversification. Investors may also benefit by having a third party (professional fund managers) apply expertise and dedicate time to manage and research investment options, although there is dispute over whether professional fund managers can, on average, outperform simple index funds that mimic public indexes. Whether actively managed or passively indexed, mutual funds are not immune to risks. They share the same risks associated with the investments made. If the fund invests primarily in stocks, it is usually subject to the same ups and downs and risks as the stock market.

Mutual Funds are essentially investment vehicles where people with similar investment objective come together to pool their money and then invest accordingly. Each unit of any scheme represents the proportion of pool

owned by the unit holder (investor). Appreciation or reduction in value of investments is reflected in net asset value (NAV) of the concerned scheme, which is declared by the fund from time to time. Respective Asset Management Companies (AMC) manages mutual fund schemes. Different business groups/ financial institutions/ banks have sponsored these AMCs, either alone or in collaboration with reputed international firms. Several international funds like Alliance and Templeton are also operating independently in India. Many more international Mutual Fund giants are expected to come into Indian markets in the near future.

Investments in securities are spread across a wide cross-section of industries and sectors and thus the risk is reduced. Diversification reduces the risk because all stocks may not move in the same direction in the same proportion at the same time. Mutual fund issues units to the investors in accordance with quantum of money invested by them. Investors of mutual funds are known as unit holders. The investors in proportion to their investments share the profits or losses. The mutual funds normally come out with a number of schemes with different investment objectives, which are launched from time to time. A mutual fund as required to be registered with Securities and Exchange Board of India (SEBI), which regulates securities markets before it can collect funds from the public.

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OBJECTIVES OF THE STUDY

- To study the priority of investments over mutual fund by the investors.
- To study the practical problem of mutual fund investors upon their investments.
- To study the expectation of mutual fund investors.

RESEARCH METHODOLOGY

SAMPLING METHOD

Sampling is a process of selecting a sufficient number of elements from the population, so that a study of the sample and the understanding of its properties of characteristics would make it possible for us to generalize such properties or characteristics. The sample size for the study is 150 from the total population in Coimbatore city alone. This study consist convenient sampling technique.

SOURCES OF DATA COLLECTION

Primary data collection was mainly through the structured questionnaire which was given to respective person in various agents, banks and distribution offices in Coimbatore city. Secondary data was collected from the Internet sites, magazines, journals and various brochures of the organization-undergoing project.

TOOLS USED

In order to accomplish the objectives set out for this research the investors replies were classified according to the responses of investors, with the help of frequency table. Tools such as percentages or descriptive analysis, chi-square, average score analysis were used to analyze the data.

ANALYSIS AND INTERPRETATION

PERSONAL DETAILS ABOUT INVESTORS

Based on this study it found that majority of the mutual fund investors are males i.e., 62.67 percent, 40% of respondents are belonging to the age group of 20-30 years, 71.33% of the respondents are married, Majority (56.67%) of the respondents are graduates, 47.33% of the respondents are employed, majority (44%) of the respondent's income is more than RS 2lakh per annum.

PRIORITY FOR INVESTMENTS

Table No. 1: Priority for Investments

FACTOR	RANK						AVERAGE RANK	FINALRANK
	1	2	3	4	5	6		
High Return	65	35	29	18	2	1	2.07	1
Capital Appreciation	13	37	35	39	22	3	3.19	4
Tax Saving	42	33	29	37	8	1	2.59	2
Liquidity of Funds	27	38	33	35	16	1	2.85	3
Social Factors	3	6	22	15	96	8	4.46	5
Others Specify	0	0	2	6	6	136	5.84	6
TOTAL	150	150	150	150	150	150		

Source: Primary Data

The respondents were asked to rank the selected factors relevant to their investments in mutual funds. Among the total responds 130 responds given top priority to high returns, the second priority is given to tax saving followed by liquidity of funds and other factors. It is concluded that high returns (2.07) is the top priority while ranking the decision making factors of the investors.
(Table : 2)

From the consolidated opinion of the respondent it is found that 118 respondents are satisfied with efficiency of AMC. 60 respondents are highly satisfied with income, 17 respondents express their dissatisfaction on the safety of mutual fund 5 respondents are highly

dissatisfied with customer service of mutual fund organizations.
(Table : 3)

Based on the consolidated opinion of the respondents it is found that the respondents are given top priority for unable to aware of market value of their investments. The next important problem faced by the investors is delay in selling their units and getting payment of their investments this delay exist during the course of sale of units not officially but un officially. Following this, low income occupies the third rank in the priority of problems. The respondents felt the mutual funds have not offered the expected returns for their investments.
(Table :4)

Table No.2 : Level of Satisfaction on Motivating Factors

FACTORS	HIGHLY SATISFIED	SATISFIED	DIS SATISFIED	HIGHLY DIS SATISFIED	TOTAL
Income	60	80	5	5	150
Safety	45	86	17	2	150
Tax Saving	57	83	8	2	150
Liquidity	59	89	10	2	150
Regulations of Mutual Funds	38	104	6	2	150
Previous Performance of Mutual Funds	34	110	6	0	150
Efficiency of AMC	24	118	6	2	150
Customer Service of Mutual Funds	30	113	6	1	150

(Source: Primary Data)

Table No.3: Priority of Problems of Investors

FACTOR	RANK						AVERAGE RANK	FINALRANK
	1	2	3	4	5	6		
Low Income	21	29	32	24	26	18	3.39	3
Unable to Aware the Market Value	50	24	20	26	18	12	2.83	1
Delay in Selling the Units	23	34	32	25	25	11	3.19	2
Poor Service of Broker	24	20	33	25	21	27	3.53	4
Poor Customer Service of Mutual Funds	9	31	21	33	34	22	3.79	5
Non Availability of Branch Office	23	12	12	17	26	60	4.27	6
TOTAL	150	150	150	150	150	150		

(Source: Primary Data)

CHI-SQUARE ANALYSIS

HYPOTHESIS: The personal factors of the respondents have no significant influence on the source of awareness.

(Table : 5)

It is clear from the table that the hypothesis is accepted (not significant) in all the cases. It is concluded that the personal factors have no significant influence on the source of awareness of mutual funds.

HYPOTHESIS: The personal factors of the respondents have no significant influence on the type of scheme.

(Table : 6)

It is clear from the table that the hypothesis is rejected (significant) in only one case, annual income, and in other cases the hypothesis is accepted (not significant). It is concluded that the annual income

has significant influence on the type of schemes of mutual funds and the other personal factors have significant influence on the type of schemes.

HYPOTHESIS: The personal factors of the respondents have no significant influence on the type of the business.

(Table : 7)

It is clear from the table that the hypothesis is accepted (not significant) in all the cases. It is concluded that the personal factors have no significant influence on the size of business of mutual funds.

HYPOTHESIS: The personal factors of the respondents have no significant influence on the frequency of investments.

(Table : 8)

Table No.4: Priority of Expectation

FACTOR	RANK							AVERAGE RANK	FINAL RANK
	1	2	3	4	5	6	7		
High Return	51	24	21	12	11	11	20	3.14	1
Easy Redemption	32	23	24	28	22	14	7	3.37	2
Trained & Experienced AMC	19	34	16	21	20	27	13	3.81	4
Fair & Apparent Service Charges	17	25	29	18	30	22	9	3.81	3
Good Reputation in the Market	19	20	24	24	27	22	14	3.95	5
Easy Accessibility	9	15	22	33	16	27	28	4.5	6
Electronic Service	3	9	14	14	24	27	59	5.43	7
Total	150	150	150	150	150	150	150		

(Source: Primary Data)

Table No.5 : Personal Factors & Source of Awareness

PERSONAL FACTOR	CHI-SQUARE	P VALUE	SIGNIFICANT \ NOT SIGNIFICANT
Sex	0.423	0.981	Not significant
Age	9.890	0.626	Not significant
Marital Status	3.914	0.418	Not significant
Education	13.923	0.306	Not significant
Occupation	10.579	0.565	Not significant
Annual Income	19.683	0.073	Not significant
Type of Mutual Fund	12.133	0.145	Not significant

Table No.6: Personal Factors & Type of Scheme

PERSONAL FACTOR	CHI-SQUARE	P VALUE	SIGNIFICANT \ NOT SIGNIFICANT
Sex	0.092	0.762	Not significant
Age	7.402	0.060	Not significant
Marital Status	0.126	0.642	Not significant
Education	5.073	0.167	Not significant
Occupation	0.957	0.812	Not significant
Annual Income	8.070	0.045	significant
Type of Mutual Fund	5.954	0.051	Not significant

It is clear from the table that the hypothesis is rejected (significant) in these cases namely educational qualification, annual income and type of mutual fund and in other cases the hypothesis is accepted (not significant). It is concluded that the educational qualification, annual income, type of mutual fund have significant influence on the frequency of investment of the mutual fund investors.

FINDINGS

1. Majority of the mutual fund investors are males i.e., 62.67 percent, 40% of respondents are belonging

to the age group of 20-30 years, 71.33% of the respondents are married, Majority (56.67%) of the respondents are graduates and 47.33% of the respondents are employed.

2. Majority (34%) of the respondents prefer private mutual funds organization for investing their surpluses.
3. Majority (60.22%) of the respondents were satisfied on the service of agents of mutual fund organization.
4. The high returns (2.07) is the top priority while ranking the decision making factors of the investors.

Table No.7: Personal Factors & Type of Business

PERSONAL FACTOR	CHI-SQUARE	P VALUE	SIGNIFICANT \ NOT SIGNIFICANT
Sex	2.486	0.288	Not significant
Age	6.786	0.341	Not significant
Marital Status	0.028	0.986	Not significant
Education	3.149	0.790	Not significant
Occupation	7.398	0.286	Not significant
Annual Income	11.327	0.076	Not significant
Type of Mutual Fund	7.718	0.102	Not significant

Table No. 8: Personal Factors & Frequency of Investments

PERSONAL FACTOR	CHI-SQUARE	P VALUE	SIGNIFICANT \ NOT SIGNIFICANT
Sex	0.794	0.672	Not significant
Age	4.940	0.591	Not significant
Marital Status	1.570	0.456	Not significant
Education	14.397	0.026	Not significant
Occupation	4.876	0.560	Not significant
Annual Income	9.554	0.145	Not significant
Type of Mutual Fund	9.858	0.043	Not significant

- 118 respondents are satisfied with efficiency of AMC. 61 respondents are highly satisfied with income, 17 respondents express their dissatisfaction on the safety of mutual fund and 5 respondents are highly dissatisfied with customer service of mutual fund organizations.
- Majority of the respondents felt the mutual funds have not offered the expected returns for their investments.

Testing of Hypothesis

- The personal factors have no significant influence on the source of awareness of mutual funds.
- The personal factors have no significant influence on the size of business of mutual funds.
- The annual income has significant influence on the type of schemes of mutual funds and the other personal factors have significant influence on the type of schemes.
- The educational qualification, annual income, type of mutual fund have significant influence on the source of market information of mutual funds & the other factors are not so.

It is concluded that the educational qualification, annual income, type of mutual fund have significant influence on the frequency of investment of the mutual fund investors.

CONCLUSION

Running a successful Mutual Fund requires understanding of the investor's attitude towards the mutual funds and how far it is viewed as a prospective investment tool. It is obligatory on the part of every asset management company to know what their investors think about the fund, risk factors, and their satisfactory level towards mutual fund investment. The prospective of mutual funds as a vital investment tool is bright and it is clear from the fact that awareness of mutual funds has been increased when compare to last three or four years. Each and every AMC'S are coming out with different concepts (Fidelity International Opportunities Fund) by considering the attitude of investors to provide minimum risk with maximum returns. The investors are very much satisfied with the present mutual fund investments they strongly believe mutual funds will considerably diversify their risk in equities. Nevertheless, it is sure that the analysis will have some useful managerial implication for the asset management companies.

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SOCIAL EMPOWERMENT OF DALIT WOMEN THROUGH MICRO FINANCE IN CUDDALORE DISTRICT

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ABSTRACT

Social empowerment is playing a major role of women empowerment. It provides equal right to with and women and men in all aspects of life. Social empowerment is based on health and welfare, women in media, women and environment, science technology for women through develop the social empowerment. This paper mainly focused on social empowerment of dalit women through micro finance in Cuddalore district.

Key words: Empowerment, Social, Micro Finance, Grama sabha

Introduction

Dalit women are one of the weaker sections of the society. They have faced many barriers in our society like social barriers, political barriers, economical and cultural barriers. Dalit SHG women are facing many problem relating to Micro Finance on rural community, lack of entrepreneurship, poor skills, poor managerial efficiency, low confidence level, poor marketing linkage, lack of awareness, lack of operational efficiency, proper training, financial assistance, insufficient banking system, availability of raw material, availability of infrastructure facility is major problem of dalit SHG in Cuddalore district. Therefore there is a research is needed to explore the status of dalit women and their social empowerment through SHG became one of the significant part in the present day situation in this regards, this paper mainly focused on social empowerment of dalit women through micro finance in Cuddalore district.

Objectives of the study

To know social empowerment of Dalit Women through Micro Finance in Cuddalore district.

Methodology of the study

The present study is descriptive nature. The study is used both primary and secondary data. The primary data collected through interview schedule from the respondents in the study area. Secondary data collected through Journal, Magazine, Newspaper, various textbooks, and related website. Collected data analyses with the help of appropriate statistical tools like percentage analysis and ANOVA. Stratified random sampling techniques were used to select the respondents. There are 500 respondents were chosen

from the 9248 dalit members in 627 SHGs in Cuddalore district.

(Table :1)

Table no. 1. reveals that the general profile of the respondents in the study area, as regards the age of the respondents 21.4 per cent of the respondents belongs to the age group of below 25, 24.8 per cent of the respondents belongs to the age group of 26-30 years, 22.8 per cent belongs to the age group of 36-40 years, and 15 per cent of the respondents belongs to the age group of 41 years and above.

The above table shows that the education of the respondents 47.2 per cent of the respondents are illiterate, 20.6 per cent of the respondents are primary education, 18.0 per cent of the respondents are middle class, 8.2 per cent of the respondents are high school, 4.4 per cent of the respondents are graduation and reaming 1.6 percent of the respondents post graduates and above.

The above table shows that occupation of the respondents, 12.4 per cent of the respondents have job, 22.0 per cent of the respondents have own business, and reaming 65.6 per cent of the respondents have farmer in the study areas.

The above table shows that the annual income of 12.4 per cent of the respondents have their below Rs.24000, 17.2 per cent of the respondents is between Rs.25000-30000, 7.8 per cent of the respondents is between Rs.31000-35000, and reaming 2.6 per cent of respondents have more than Rs.36000 in the study area.

Age Vs Social Empowerment

Ho= There is no relationship between different age group with regards to social empowerment.

(Table : 2)

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Table 1: Profile of Respondent in Cuddalore District

Profile	Variables	No. of Respondents	Percentage
Age	Below to 25	107	21.4
	26 to 30	124	24.8
	31 to 35	114	22.8
	36 to 40	80	16.0
	41 and above	75	15.0
	Total	500	100.0
Qualification	Illiterate	236	47.2
	Primary	103	20.6
	Middle class	90	18.0
	High School	41	8.2
	Graduation	22	4.4
	PG and above	8	1.6
	Total	500	100.0
Occupation	Job	62	12.4
	Own Business	110	22.0
	Farmer	328	65.6
	Total	500	100.0
Annual income	Below – 24000	362	72.4
	25000 – 30000	86	17.2
	31000 – 35000	39	7.8
	36000 and above	13	2.6
	Total	500	100.0

Table : 2

Level of Interest	Sum of Squares	df	Mean Square	F	Table value at 5% level	Not Sig.
Between Groups	443.554	4	110.889	4.085	2.37	0.003
Within Groups	13438.388	495	27.148			
Total	13881.942	499				

It is calculated that F value is (4.085) greater than the table value (2.37) at 5 per cent level of significance. Therefore, there is no significance relationship among the different age and social empowerment of the respondents. Hence the Null hypothesis is rejected.

Qualification Vs Social Empowerment

Ho= There is no relationship between different qualifications with regards to social empowerment.

Level of Interest	Sum of Squares	df	Mean Square	F	Table value at 5% level	Not Sig.
Between Groups	274.882	5	54.976	1.996	2.21	0.078
Within Groups	13607.060	494	27.545			
Total	13881.942	499				

It is calculated that F value is (1.996) less than the table value (2.21) at 5 per cent level of significance. Further, there is no significance relationship among the different education and social empowerment of the

respondents. Hence the Null hypothesis is accepted.

Occupation Vs Social Empowerment

Ho= There is no relationship between different occupations with regards to social empowerment.

Level of Interest	Sum of Squares	df	Mean Square	F	Table value at 5% level	Not Sig.
Between Groups	32.433	3	10.811	0.387	2.60	0.000
Within Groups	13849.509	496	27.922			
Total	13881.942	499				

It is calculated that F value is (0.387) less than the table value (2.60) at 5 per cent level of significance. Therefore, there is a significance relationship among the different occupation and social empowerment of the respondents. Hence the Null hypothesis is accepted.

Annul income Vs Social Empowerment

Ho= There is no relationship between different annual incomes with regard to social empowerment.

Level of Interest	Sum of Squares	df	Mean Square	F	Table value at 5% level	Not Sig.
Between Groups	88.145	3	29.382	1.057	2.60	0.000
Within Groups	13793.797	496	27.810			
Total	13881.942	499				

It is found out F value is (1.057) less than the table value (2.60) at 5 per cent level of significance. Further, there is significance relationship among the different annual income and social empowerment of the respondents. Hence the Null hypothesis is accepted.

Findings of the study

1. A maximum of (24.8%) respondents are belongs to the age group of 26-30 years and minimum of (15%) respondents are belongs to the age group of 41 years and above ages.
2. A maximum of (47.2%) respondents are illiterate and minimum of (1.6%) respondents are post graduates and above.
3. Out of total 500 respondents majority of (65.6%) respondents have farmer in the study areas.
4. Nearly (72.4%) respondents have their annual income below Rs. 24000 only.
5. There is no significance relationship among the different age and social empowerment of the respondents. Hence the Null hypothesis (Ho) is rejected.
6. There is no significance relationship among the different education and social empowerment of the respondents. Hence the Null hypothesis (Ho) is rejected.
7. There is a significance relationship among the different occupation and social empowerment of the respondents. Hence the Null hypothesis (Ho) is accepted.
8. There is significance relationship among the different annual income and social empowerment of the respondents. Hence the Null hypothesis (Ho) is accepted

Conclusion

Dalit women in our society are unavoidable segment which influence more than 70% of the total population. Empowerment of dalit women is still challenging with many obstacles. SHG in certain level help to promote their social empowerment. This study concludes that occupation and annual income does not influence the social empowerment of the dalit women in Cuddalore district.

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IMPACT AND CHARACTERISTICS OF EMPLOYER BRANDING: A Review

G.Kavitha¹

ABSTRACT

In-depth interviews were carried out with senior industry participants from the fields of marketing, human resources, communications, branding and recruitment. Transcripts were analysed using formal direct interview procedures. Member checking was undertaken to confirm interpretations. Analysis of the transcripts shows there are two key dimensions of success for an employer brand "attractiveness and accuracy". As with customer-centric brands, attractiveness is underpinned by awareness, differentiation and relevance. For employer brands, however, the accuracy with which the employer brand is portrayed is also critical to success. This emphasis on accuracy highlights the importance of consistency between the employer brand and employment experience, company culture and values. It is proposed that researchers and firms should assess employer brand success according to the typology, using commonly collected human resources metrics. More generally, a case is established for studying employer branding as a context distinct from consumer and corporate branding and conceptualizing the employment experience of a firm as a product produced by the culture, policies and processes of the firm. The paper seeks to explore the role of the employer brand in influencing employees' perceived differentiation, affinity, satisfaction and loyalty.

Keywords Brands, Product differentiation, Customer satisfaction, Customer loyalty.

INTRODUCTION

Increasingly companies are allocating funds to what has been termed the employee or employer brand, i.e. the set of distinctive associations made by employees with the corporate name. A strong employer brand attracts better applicants and shapes their expectations about their employment. A brand is a symbol that encapsulates the many associations that are made with a name and many things can be branded, including the company itself, but is the role and effect of the employer brand similar to that of the brand in its usual context, that of influencing customers? This paper identifies the roles that the employer brand might be expected to play, the roles that are relevant to a corporate brand and to employees: creating (employee) satisfaction, affinity and loyalty and perceived differentiation.

What is employer branding?

An 'employer brand' is based on various intangible factors, including perception, image versus identity, and the ability to differentiate between them. In a nutshell: An employer brand represents the image a company projects as a potential employer. If you have a strong employer brand and unique value proposition, then your company is considered a distinctive place to work, with attractive brand values and career prospects. When considering any company it is obvious that *people* are the most critical resource (Grout & Perrin, 2002). It is crucial for a company to compete successfully for the talents in order to stay competitive in a market. A strong brand may be advantageous as it "*represent[s] valuable*

marketing assets" (Chernatony & McDonald, 1998). Equally important to these considerations must be the perception of the brand which create value and can translate into profits for the company (Keller, 1998).

Employer branding framework

Employer branding has two main foci; an external marketing part with the primary goal of attracting future employees and an internal marketing part with the goal of retaining current employees.

The starting point in an employer branding strategy is development of the 'employer branding value proposition' (EVP). The EVP should be embodied in the employer brand and should be central in both the internal and external communication because it is the "...*concept of what particular value [the] company offers employees (Sullivan, 2002)*"(Backhaus & Tikoo, 2004, 502).

As mentioned, the purpose of external marketing is to attract future employees and it is based on marketing theory which is also valid for product and corporate branding. An established it is important that there is consistency between all branding activities.

The underlying assumption of the external marketing effort is that the right employer branding strategy will result in the attraction of the right human capital, securing a future source of competitive advantage (Backhaus & Tikoo, 2004, 505).

The framework of Backhaus and Tikoo suggests that future employees will create 'brand associations' about an organisation as an employer, "brand associations are the thoughts and ideas that a brand name evokes

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in the mind of consumers (Aaker, 1991)” (Backhaus & Tikoo, 2004, 505). The associations are based on information collected about the organisation and in this sense product and corporate brands, and for that matter information not controlled by the organisation have influence as well (Backhaus & Tikoo, 2004, 505).

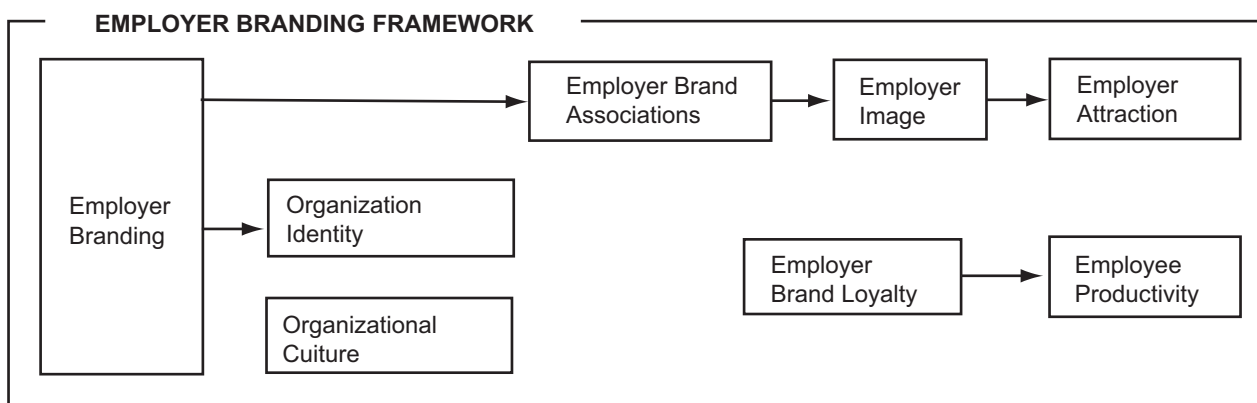
The brand associations create the basis for the formation of an organisation’s ‘brand image’, being all the perceptions a potential employee has relating to the employment with the organisation. The brand image can therefore either be an asset or a liability to an organisation as it is the image of the organisation that determines the level of attraction with potential employees.

Employer branding – a possible value-creating attribute

The brand image embodies both ‘functional benefits’ and ‘symbolic benefits’. Functional benefits describe the objective terms of employment such as salary and benefits whereas symbolic benefits relate to alternative benefits perceived by employees as interesting and attractive such as innovativeness or a pleasant social environment. It has been argued that the symbolic traits often are more important than the functional ones when it comes to differentiation, especially within similar industries.

It has already been mentioned that according to recruitment theory the brand image has an influence on the future employee’s attraction to the firm. The more the brand image of the organisation is in alignment with the personal values of the applicant, the larger the attraction to the firm.

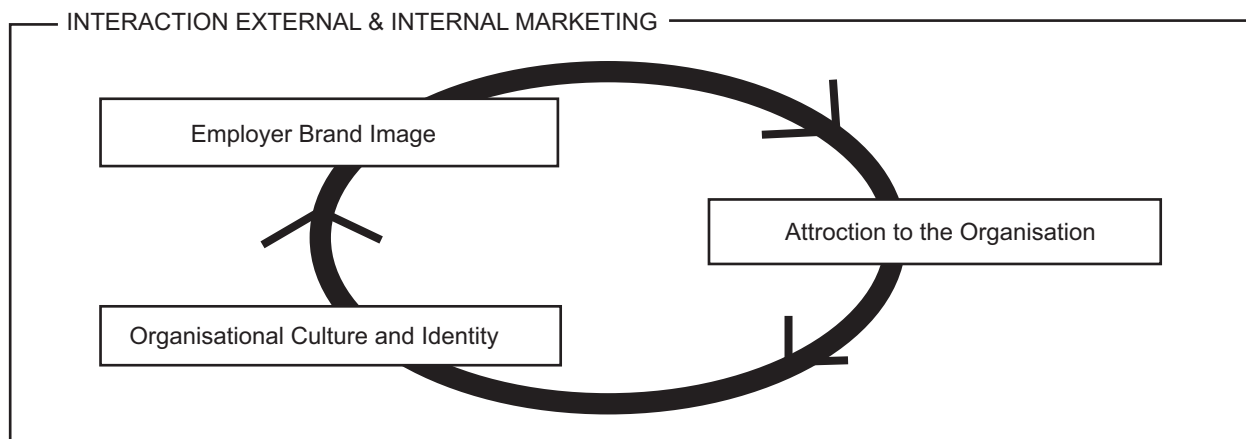
It can therefore be argued that controlled exposure of the organisation’s EVP to potential employees will help shape the brand image of the organisation. This will, due to increasing person-organisation fit, through experience of shared values, attract the right people adding value to the organisation’s human capital.



(Source : Backhouse & Tikoo 2004 - 505)

Fig : 1.9

As will be discussed further, it is central to the framework that external and internal marketing have a circular impact on each other, whether it is positive or negative. Improvement of the organisation’s human assets will enhance organisational culture and identity, which in turn will improve the external brand image due to the organisational culture and identity being evident and part of the EVP. In order to illustrate this, the model below has been developed



(Soure : Own creation)

Fig : 1.10

External communication

According to David Aaker, a branding strategy begins with the organisation considering their 'brand identity'. Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organisation members

Aaker suggests that a brand identity consists of four elements, which together can help create a differentiated identity (Aaker, 1996).

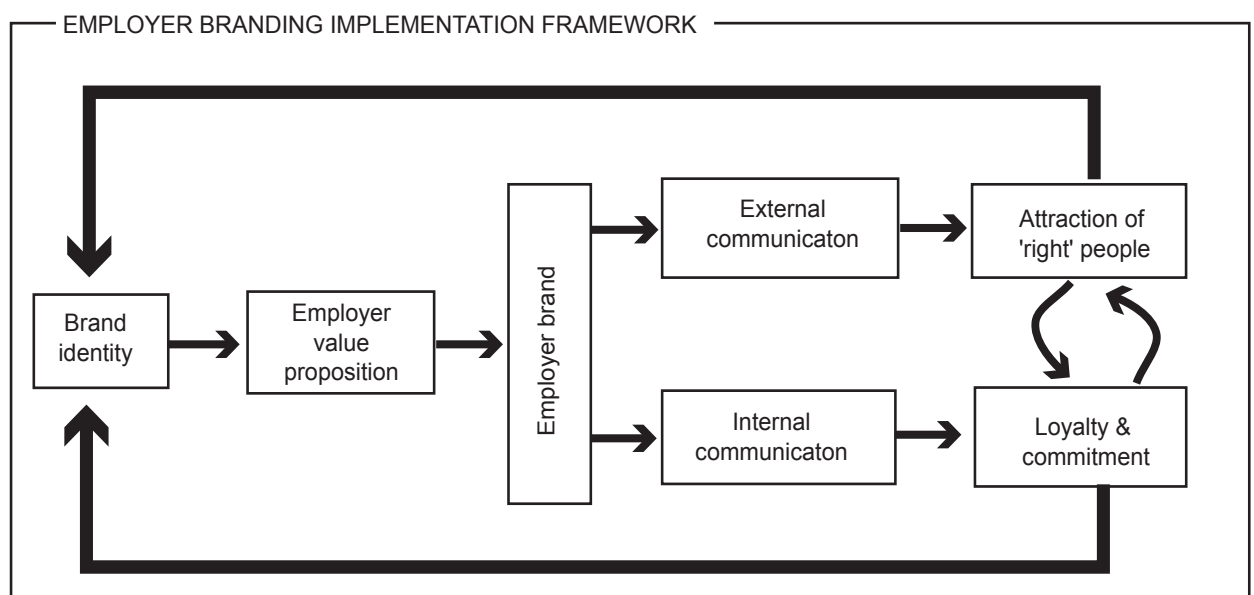
Value proposition

Once the brand identity has been considered the value proposition can be provided.

"A brand's value proposition is a statement of the functional, emotional and self-expressive benefits delivered by the brand that provide value to the customer. An effective value proposition should lead to a brand-customer relationship and drive purchase decisions" (Aaker, 1996).

Employer branding implementation framework

Inspired by the framework developed by Backhaus and Tikoo (2004, 505) we sustain the idea of distinguishing between external and internal marketing aiming at the respective goals of attracting the 'right applicants' and retaining current employees as well as increasing the level of organisational commitment.



(Source : Own creation)

Fig : 1.11

The elements of the employer brand identity are those which an organisation is to consider in order to determine who they are as an employer and what they stand for which preferably, should result in an idea of how the organisation should differentiate itself as an employer.

1. Four elements of the employer brand identity

The first element to consider is the employer 'brand as product'. The attributes of this element are the objective and technical facts about the job which typically are to be found in a formal contract. Examples of product attributes to be mentioned are salary, benefits, expected working hours, typical working assignments among others. These attributes are similar to what Backhaus and Tikoo (2004) refer to as functional benefits.

The second element of the employer brand identity is the employer 'brand as organisation'. This element relates to the organisation's perhaps already existing corporate brand.

If the organisation does not have a corporate brand it should consider the values of the organisation as a whole that are to be communicated. Examples of these are organisational values, mission and vision, and corporate opinion on society and environment, essentially referring to corporate social responsibility (CSR) activities. This element could to a higher degree than the previously mentioned ('brand as product') be the subject of differentiation.

The employer 'brand as person' is the third element of the employer brand identity. In this element the organisation should consider which personality traits

it would possess if the organisation was to be described as a person. It is an opportunity to describe the current employees and the organisational culture.

The final element of Aaker's four elements is 'brand as symbol' which refers to the visual imagery, metaphors and heritage related with for example a logo. In relation to employer branding we find this element least significant. We do not, however, question that an organisation's logo might add to the employer brand associations and the employer brand image which applicants possess.

2. Employer branding value propositions

The functional benefits of the EVP are similar to the employer 'brand as product' explained above. Again, we do not believe these are the benefits from which the organisation should try to differentiate itself, unless of course it does offer functional benefits very different from its competitors.

The emotional benefits are the benefits concerning employment which address the applicant's or the employee's emotions. The attributes which should be considered are a combination of the attributes of the employer 'brand as person' and the employer 'brand as organisation' as previously explained. Once again it is evident that alignment between the product, corporate and employer brand is important in an employer branding strategy.

At this point, in order to keep our explanation of our framework as simple as possible, we assume that all factors are fulfilled in order to reach an employer value proposition acting as the foundation of the following implementation of the strategy.

3. Communicating the employer brand

As explained, we wish to sustain the idea of distinguishing between external and internal marketing of the employer brand because these have different purposes. It should be noted though that the interaction between the two are central. At this point in our framework we would like to highlight what we believe an organisation should consider in order to have the most effective and successful communication of the employer brand.

In both external and internal communication the organisation should consider the proper channels of communication. The choice of channel in the external communication depends on the desired target group but should also add to the employer brand whether it being through career fairs, the company website, TV or radio-spots, written media or through sponsorships. Therefore it is important for organisations to consider.

In the internal communication we advise an organisation to consider how to communicate on all of Schein's layers, and we also suggest that especially 'organisation socialization', 'ceremonies and rites' and

'stories and language', also explained in the theory, are worth considering when influencing the organisational culture in an EVP direction and shaping the organisational identity of the current employees.

We acknowledge the difficulties in shaping and especially, changing an organisational culture, though we believe it possible and necessary for a successful employer branding strategy.

Finally, we find it continuously important to emphasize the significance of cohesion between the external and the internal communication in relation to the psychological contract.

4. Result of interaction between external and internal branding

As in the framework of Backhaus and Tikoo (2004, 505), two assets are generated from the employer brand. The resulting assets of the external and internal branding are respectively attracting the 'right applicants' and loyal and committed employees who want to stay in the organisation.

5. Measuring the results

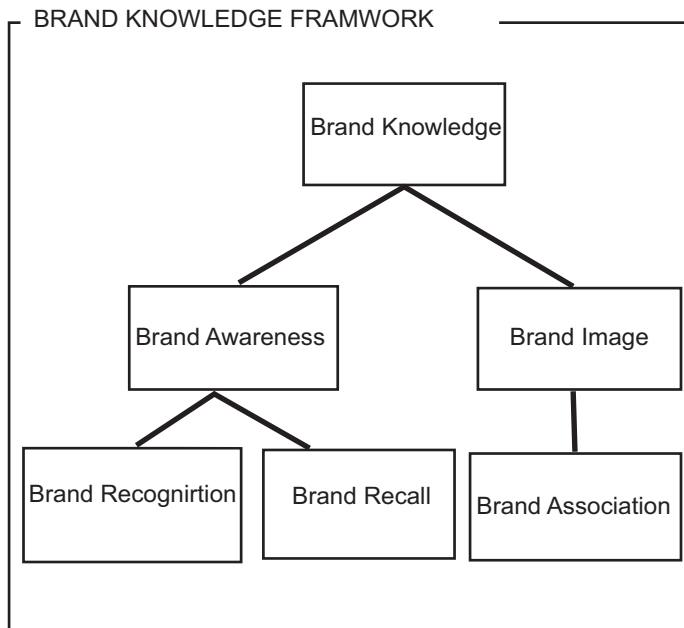
We will return to the issue of measuring the value of employer branding when we turn our focus to our case studies. In relation to our framework we find it relevant to mention ways of measuring the assets of attracting the right people and the assets of increased organisational loyalty and commitment. In regards to attracting the right employees the success can be measured on the number of relevant applications as well as statistics on the employer turnover rate.

Loyalty and commitment is more difficult to measure, especially quantitatively. The employee turnover rate can be relevant in this regard as well, as statistics on absence due to sickness. Moreover, if available, employee satisfaction surveys will draw a picture of the organisational culture and identity. (Fig : 1.12)

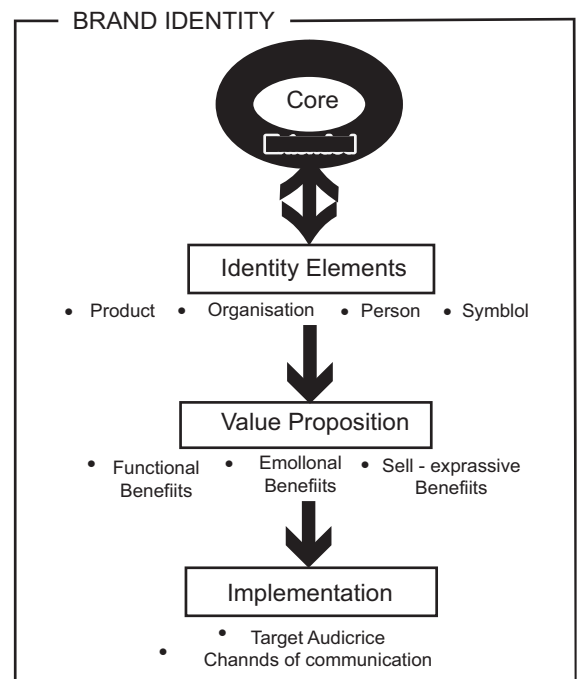
According to Keller (1998) brand knowledge can be characterized in terms of 'brand awareness' and 'brand image'. The prior relates to the strength of a brand from which brand recognition and brand recall stem, whereas, the latter relates to consumer perceptions of a brand.

CONCLUSION

The perceived characteristics of successful and unsuccessful employer brands have been described, enabling a typology to be constructed. It is proposed that firms can assess their employer brand success according to the typology by using a number of metrics of practical and theoretical interest. This could be achieved empirically by linking the human resources metrics mentioned in this study to employer brands in varying states of success. In addition, from an analytical viewpoint, the study could be extended by



(Source of inspiration : Keller 1998 46 - 49)



(Source of inspiration Aaker . 1996 :1996:177)

Fig : 1.12

widening the base of practitioner participants to include employees and potential employees. Indeed, the uncovering of disparities between 'expert' and 'target' audiences (eg between potential and current employees) might yield fruitful insights. Even greater benefit would be achieved by examining successful *and* unsuccessful employer brands to establish links between underlying brand processes and successful outcomes. This might help to uncover practices that drive and perpetuate success, providing managers with a business case for strategically managing their employer brands. Finally, the development of metrics quantifying the strategic benefit (or otherwise) of employer branding outcomes would assist in rounding out the practical and theoretical knowledge base for this key and emerging area of marketing theory and strategy.

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