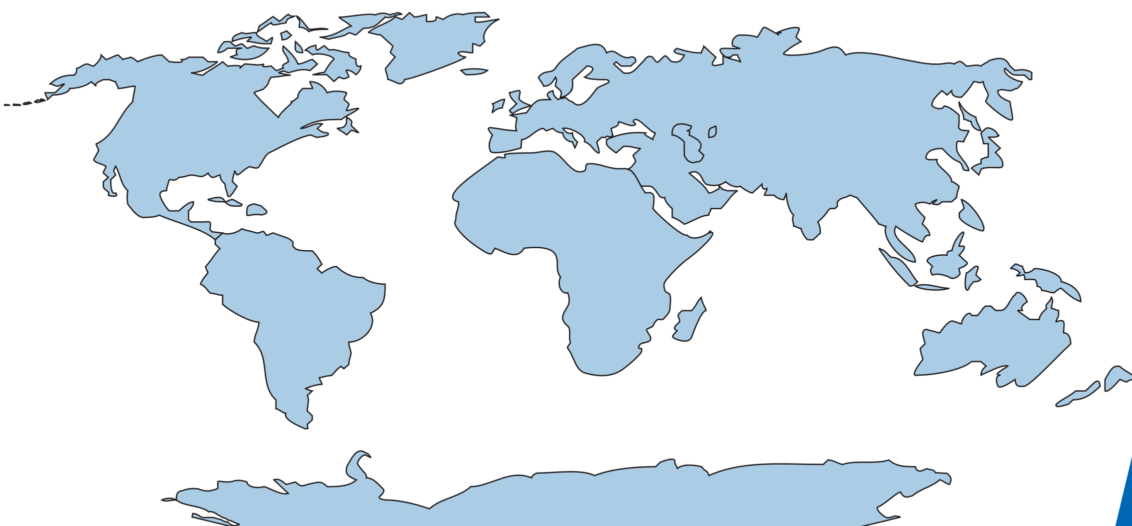
ISSN 2322 - 0899

INTERNATIONAL JOURNAL OF RESEARCH IN MANAGEMENT & SOCIAL SCIENCE



Empyreal Institute of Higher Education
Guwahati
www.empyreal.co.in

Volume 2, Issue 2 (IV)
April - June, 2014

International Journal of Research in Management & Social Science

Volume 2 , Issue 2 (IV) : April - June 2014

International Journal of Research in Management & Social Science

Volume 2 , Issue 2 (IV) : April - June 2014

CONTENTS

Research Papers

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

A STUDY ON WORK FAMILY BALANCE WITH REFERENCE TO WOMEN FACULTY MEMBERS

Uma.M.R. [1] and Dr.J.Parasuraman[2]
Research Scholar[1] & Assistant Professor, Raja college of Engineering and Technology, Madurai.
Director[2], Research Advisor, Principal, J.J.College of Arts and Science, Pudukkottai.

ABSTRACT
The term Work-Life Balance has become a buzz word of globalized era. This article provides an insight on the Work-Life Balance of women academicians where their lives become a juggling act that included multiple responsibilities at work and daily routine responsibilities of life and home. In the past 15 years, there has been increasing interest in Work-Life Balance.According to Heery and Noon(2008)," Work-Life Balance is the principle that paid employment should be integrated with domestic life and community involvement in the interests of personal and social well-being."Teacher's role in students development is an essential part which assists in creating a prosperous future. In this study the women teachers working in Self-financing engineering institution are taken as samples. Their role in work and family, factors hindering them to achieve Work-Life Balance, impact of poor Work-Life Balance etc., were considered as objectives of the study. Primary data was the main source of data collected to undergo depth knowledge about the topic and to fulfill the objectives. The study have thrown light on the problems faced by women academicians in achieving Work-Life Balance and accordingly suitable suggestion were provided by the researcher which would benefit both individual and the institution.

Key words : Self-Financing Engineering Institution, Work-Life Balance, Women Academicians.

INTRODUCTION

Work-Life Balance is the term used to describe practices in achieving a balance between the demands of academicians family and work lives. The demands and pressures of work make difficult to stretch time for balancing work-life activities. Women taking up work life balance challenge have an impact on women's advancement. Work-Life Balance has become one of the most important issues these days in every education institution. Work-Life Balance is defined as a satisfactory level of involvement or "fit" between the multiple roles in a persons life. With the complexities of work, technological intrusion into personal life, less scope for job satisfaction and narrow boundary between work-life and personal life, studies on Work-Life Balance has always been a concern and challenge for most of the researchers on this field. Since human beings have to often perform multi task and roles, the Work-Life Balance best involve the people ability to manage simultaneously the working pressures along with the personal/family commitments. It involves effective time management, level of involvement and satisfaction of components imbibed into an efficient Work-Life Balance.

WOMEN AND FAMILY LIFE

Marriage and Social Life

In India the institution of marriage is considered to be very important for women. The marriageable age is between 20-25 years. Gainful employment and career pursuit does delay marriage among employed women.In a study by Vohra and Sen,it has been established that gainful employment does affect the time period of marriage of a women. There are some findings on the marriage system by Prakash and Rao. This study explored the influence of women employment on the tradition by which a marriage is arranged in India. Both married and unmarried in all age groups were of the opinion that their official commitment does limit their social life, hobbies and meeting their friends and relatives. They opined that the supportive role played by their parents or husbands is essential inorder to forego such social obligations.

House hold Pressures and Responsibilities

All the respondents were of the view that many decisions were being taken jointly at home on financial matters while the household chores are still largely the responsibility of women. While husband or parents were free to pursue their hobbies and sports the woman is not given as much freedom since there is very less gender equality in India.

The Compromises made by the working Women
From their responses it is evident that the married women have to compromise on career growth, hobbies, social life and academic pursuit for maintaining a peaceful home. They had to take vacation in short stints in order to spend time with their children when they need them. These compromises lead to stress, exhaustion and guilt complex in women.

REVIEW OF LITERATURE
Colbeck's (2006)in his study of "13 faculty members from two research extensive universities" (p. 37) from varying departments also found a gender difference in how men and women balance work/family issues. Colbeck found that "male participants spent somewhat more time on work and less time on personal activities than the female participants, [for women] their work and family roles were not mutually exclusive" (p. 45).

Edwards (2007) found that 46% of working mothers expressed frustration at the fact they did more housework than their husbands although 30% kept these frustrations silent rather than discussing them with their husbands. Findings indicated that when women discussed household and childcare responsibilities, one-third reported that their husbands responded in a positive manner, and that 60% of these husbands took affirmative action. Edwards (2007) also found a positive relationship between a women's level of self, family, and job satisfaction and the amount of support from her husband.

OBJECTIVES
1. To identify the factors affecting work-life-balance among women academicians working in a private Engineering college in Madurai
2. To study about constraints faced by women academicians career development.
3. To know the causes or antecedent factors of stress among women faculty members.

HYPOTHESES
Null hypotheses were framed and tested for significance to prove the objectives in a systematic manner. The null hypotheses were as follows:

$H_0$1 (Null): There is no significant relation between emotional intelligence and work-life-balance.

$H_0$2 (Null): There is no significant relation between age and work-life-balance.

$H_0$3 (Null): There is no significant relation between sponsorship arrangements for higher education and marital status.

$H_0$4 (Null): There is no significant relation between salary and work-life-balance.

RESEARCH DESIGN
This research has been categorized to be Descriptive because the major purpose of this research is the description of the relation between the factors and Work-Life Balance as it exists.

SAMPLE DESIGN

Universe Type: Finite

Sampling Method: Convenience
Sampling Unit: Latha Mathavan college of Engineering and Technology, Madurai.

Secondary data was collected from Internet, books, newspapers, journals, business magazines etc. For primary data collection, a five-point scale questionnaire containing 16 statements was used. The scale was Likert's five-point scale where the respondents had to fill one choice ranging from "Highly Satisfied" to "Totally Dissatisfied". The questionnaires were filled by 160 respondents. After collecting the data, it was tabulated by using Chi Square,Median,Weighted Average and Correlation analysis.

SAMPLE
The questionnaire was distributed to 200 academicians working in a Private Engineering college in Madurai city, out of which 170 came back and finally 160 were taken for the analysis.

FINDINGS AND ANALYSIS

A survey was conducted with a sample of 160 samples of Academicians working in a Self Financing Academic institution in Madurai. The responses were tabulated and used to test the five Hypotheses of the Research.

The first hypothesis of the research was as follows

Ho1 (Null): There is no significant relation between emotional intelligence and work-life-balance.

Alternate: There is significant relation between emotional intelligence of the respondents and Work-Life Balance

This hypothesis was tested on the basis of the responses of 160 academicians using the Weighted Average method.

WEIGHTED AVERAGE

TABLE -1: Emotional Intelligence

Particulars	No.of Respondents	Weight (W)	Weighted Average (WX)
Strongly Disagree	89	5	445
Disagree	36	4	144
Moderate	9	3	27
Agree	7	2	14
Strongly Agree	19	1	19
Total	160	15	649

N = 160

$$\frac{\sum (WX)}{\sum X} = \frac{649}{160}$$

$$= 4.05$$

The second hypothesis of the research was as follows

Ho2 (Null): There is no significant relation between age of the respondents and Work-Life Balance.

Alternate: There is significant relation between age of the respondents and Work-Life Balance

This hypothesis was tested on the basis of the responses of 160 academicians using the Chi Square method.

COMPARISON OF AGE AND WORK-LIFE BALANCE

H_0 - There is no significant relationship between age and work-life-balance.

H_1 – There is a significant relationship between age and work-life-balance.

TABLE -2 : AGE

Attributes	Less than 30 years	31- 40 years	Above 40 years	Total
Yes	47	30	20	97
No	21	7	35	63
Total	68	37	55	160

Calculation of Chi-Square Value

O	E	(O-E)	$(O-E)^2$	$(O-E)^2/E$
47	41.23	5.77	33.29	0.807

21	26.78	-5.78	33.41	1.25
30	22.43	7.57	57.30	2.55
7	14.57	-7.57	57.30	3.93
20	33.34	-13.34	177.96	5.34
35	34.65	.35	0.123	.0035
				13.8805

Degree of freedom=(r-1)(c-1)

=(3-1)(3-1)

=4.

The table value for 4 degree of freedom at 5% level of significance is 9.49.In the above table the calculated value is 13.88 which is greater than the table value and so the null hypothesis H_0 is rejected in this case and the alternative hypothesis H_1 is accepted which states that there is a significant relationship between age and Work Life Balance. Respondents whose age is below 30 years are able to have work life balance.

The third hypothesis of the research was as follows

Ho3 (Null): There is no significant relation between years of experience of the respondents and Work-Life Balance.

Alternate: There is significant relation between years of experience of the respondents and Work-Life Balance.

This hypothesis was tested on the basis of the responses of 160 academicians using the Correlation method

COMPARISON OF SPONSORSHIP ARRANGEMENTS AND WORK-LIFE BALANCE

Particulars	HS	S	I	D	TD	Total
Married	12	25	40	41	7	125
Unmarried	2	5	7	9	12	35
	14	30	47	50	19	160

$$\bar{X} = \frac{\sum X}{N} = \frac{125}{5} = 25$$

$$\bar{Y} = \frac{\sum Y}{N} = \frac{35}{5} = 7$$

X	$dx=X-\bar{X}$	dx^2	Y	$dy=Y-\bar{Y}$	dy^2	dxdy
12	-13	169	2	-5	25	65
25	0	0	5	-2	4	0
40	15	225	7	0	0	0
41	16	256	9	2	4	32
7	-18	324	12	5	25	-90
		974			58	7

$$r = \frac{\sum(dxdy)}{\sqrt{(\sum dx^2)(\sum dy^2)}}$$

$$= \frac{7}{\sqrt{974 \times 58}} = \frac{7}{56,492}$$

$$= 0.0001239$$

 ISSN 2322 - 0899

The variables are positively correlated with the magnitude of r = 0.0001. It's implied that sponsorship arrangements for pursuing higher studied are provided based on the marital status.

The fourth hypothesis of the research was as follows

Ho4 (Null): There is no significant relation between Salary of the respondents and Work-Life Balance.

Alternate: There is significant relation between Salary of the respondents and Work-Life Balance.

This hypothesis was tested on the basis of the responses of 160 academicians using the Median

MEDIAN

Salary	f	Cf
Rs 10,000 – 15,000	98	98
Rs 15,000 – 20,000	12	110
Rs 20,000 – 25,000	37	147
Rs 25,000 – 30,000	8	155
Rs 30,000 – 35,000	5	160
	160	

$$\text{Median} = l + \frac{\frac{N}{2} - m}{f} \times c$$

$$20{,}000 + \frac{\frac{160}{2} - 110}{37} \times 5{,}000$$

$$20{,}000 + \left[\frac{-30}{37} \times 5000\right]$$

20,000 + 4054 = Rs. 24,054

When midpoint is taken, the salary which majority of the academicians are getting is Rs 24,054 /- .It comes in between Rs 20,000 – Rs 25,000/- Experienced faculty members are demanding more and hence they are unable to balance. Fully qualified academicians will seek to have more salary.

DEMOGRAPHIC PROFILE OF THE STUDY GROUP : PERCENTAGE ANALYSIS

Age Group (years)	Number	%
30 years	68	42.53
31- 40 years	37	23.1
Above 40 years	55	34.4
Marital Status		
Married	125	78.1
Unmarried	35	21.9

Hence the results can be summarized as follows.

Variables	Work-Life Balance	Interpretation
Emotional Intelligence	4.05	The Weighted average is 4.05 from which it can be concluded that majority of the respondents do not have emotional intelligence to strike work-life balance.

Age	13.88	There is a significant relationship between age and work-life balance because the calculated value is greater than the table value.
Sponsorship Arrangements	0.0001	Majority of the respondents are of the opinion that there is correlation between the marital status and sponsorship arrangements provided for pursuing higher studies.
Salary	Rs24,054	Majority of the respondent's salary ranges from Rs 20000/--Rs25000/-Respondents will be demanding more and hence they are unable to balance. Fully qualified academicians will seek to have more salary.

CONCLUSION

This study reveals that the women teachers know the importance of work-life-balance and they try to reach it. Women faculty members have now started to work on scheduling their daily activities thereby have better time management. Working women needs to be concentrated on work-life-balance, which facilitates their improvements and achievements. This study does not mean to say that women teachers of today have attained work-life-balance but it reveals the truth that women teachers are trying hard to attain that balance. They are in process of finding ways and means to have a feeling of satisfaction that both work and family commitments are being attained equally. In our increasingly hectic world, it is essential that women have to strike a balance between work and life.

REFERENCE

- Colbeck, C. L., & Michael, P.W. (2006). The public scholarship: Reintegrating Boyer's our domain. New Directions for Institutional Research, 114, 43-52.
- Edwards, M. E. (2007). An examination of employed mothers' work-family narratives and perceptions of husbands' support. *Marriage and Family Review*, *42*, 59-89
- Bell, A., & Bryson, C. (2005). Work-life balance – still a 'women's issue'? British Social Attitudes: The 22nd Report .

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

AN ANALYSIS OF THE SATISFACTION OF DOMESTIC AND FOREIGN TOURISTS VISITING BIHAR

Md Anisur Rahman
Research Scholar, Department of Commerce, Aligarh Muslim University, Aligarh

ABSTRACT
Bihar is a state of India. It is well known for its association with three religions. It is the birth place two religions Buddhism and Jainism and the birth place of tenth Sikh guru, Guru Gobind Singh. It also has deep roots of the development of Civilization. The study attempts to compare the satisfaction level of domestic and foreign tourists visiting Bihar. A self administered survey was conducted in the month of April 2013 at two places in Bihar, Bodhgaya and Rajgir. The sample size is 200. The questionnaire consisted of 49 statements based on five point Likert scale. To analyse the data and compare mean independent t-test has been used. It has been found that domestic tourists were more likely to be satisfied on different attributes of destination as compared to foreign tourists.

Key Words: Tourist Satisfaction, Tourist Perception, Bihar Tourism, Bodhgaya, Rajgir

INTRODUCTION
The development in tourism and travel has increased the competition among different destinations. On the map of Indian tourism industry, it has been found that the state of Bihar has found its remarkable position. Bihar is rich in diversified tourist attractions for a large number tourist ranging from wilderness lovers to sacred people. On the basis of its diversified nature the Department of Tourism, government of Bihar, has divided the tourist attraction of state in five groups named as Buddhist Circuit, Jain Circuit, Sufi Circuit, Ramayana Circuit, Gandhi Circuit and Wildlife Circuit. It has been observed that foreign tourist arrival in Bihar has grown in the recent past and it is because of Buddhist pilgrimage at Bodhgaya (the place of enlightenment of Buddha) and Rajgir (the place where Buddha preached his disciples). Other important places in the Indian state of Bihar are Vaishali, Pawapurim Patna, Mithila, Jehanabad and many spots in West Champaran. It has become very important for destinations to establish itself in the market. Since, tourism is a service based industry, along with the good attraction it also requires good and prompt service. Attraction and the recreational activities generally make USP (Unique Selling Proposition) for the destination. When a tourist comes across with the destination attributes, these give different level of satisfaction to tourists. Satisfaction level is in fact the comparison between the expectation and the experience. If experience is better than expectation, tourists are satisfied and if the actual experience is less than the expectation, tourists are dissatisfied. Satisfied tourists become asset for the destination because they create market and further become promoter for the destination by recommending the destination to others. Satisfied tourists might create repeat visits. These reflect the importance of tourist satisfaction for establishment of destination.

This research paper tries to find out the level of satisfaction of tourists along with the comparison between the satisfaction level of domestic and foreign tourists. This research is based on the experiences of tourists and identification of the destination attributes they most liked and disliked. Services marketing mix is consist of 7Ps proposed by McCarthy and Booms & Bitner. The study is based on the marketing potential of a destination in terms of the satisfaction of tourists, so it has been found that ‘Physical Evidence’ is an integral part of the ‘Product’ i.e. ‘Destination Attractiveness’ and ‘Process’ is summed up with other factors like ‘Accessibility’ and ‘Quality of Staff & People’. Therefore this paper mainly talks about five factors only. These factors are destination attractiveness, accessibility, price, promotion and people & staff.

REVIEW OF LITERATURE
Customer satisfaction is a psychological concept that involves the feeling of well being and pleasure that results from obtaining what one hopes for and expect from an appealing product or services (WTO, 1985). Tourist satisfaction has an important role in planning marketable tourism and services for destinations and its assessment must be a parameter used to evaluate the performance of a destination product or services (Youn and Uysal, 2005). Tourist perceptions are crucial to successful destination marketing because they influence the choice of destination (Ahmad, 1991). A large number of tourists have a prior tourism experience with some other destination and so their perceptions are in fact result of the comparisons among experiences (Laws, 1995).

 ISSN 2322 - 0899

Kozak (2001) conducted the study on comparative assessment of tourist satisfaction with destinations across two nationalities to determine whether there are differences between satisfaction levels of two nationalities visiting the same destination. After analysis of 1872 self administered questionnaire filled up by German and British tourists visiting Mallorca and Turkey, it has been found that British tourists were more likely to be satisfied with almost all individual attributes than German tourists. Kozak (2002) carried out another study to determine if motivational differences existed between tourists from same country visiting two different geographical destinations and across those from two different countries visiting the same destination. Findings demonstrated that some tourists' motives differed between nationalities and places visited.

Customer satisfaction is a pivotal concern for tour operators to generate future business. Expectations, customer on-tour attitude and behavior, the perception of equity and the performance of tour leader were identified as important variables related to customer satisfaction (Bowie and Chang, 2005). Tourist satisfaction is independent of tourist attraction, accommodation facilities and tour services. Most of the tourists have clear expectation of their experience. Even though general satisfaction levels were high, loyalty and future intentions were dependent on the quality of the trip (Moses et al, 2009).

Chen and Tsai (2007) said the cognitive parameters have important role in building a destination image. They explained that cognitive parameters are those which influence satisfaction during and after consumptive experiences and help in future intentions. They include factors that influence tourist destination image and expectations of the destination and factors directly influencing disconfirmation.

Dmitrovic et al (2009) proposed conceptual model of tourist satisfaction containing seven latent constructs, with tourist satisfaction placed as the central construct. It incorporates four antecedents' constructs – i.e. quality, value, cost and risks along with image which has two facets complaint behavior and loyalty. This model in fact suggests about the satisfaction level by complaint behavior and loyalty.

Hui, Wan and Ho (2007) assessed the satisfaction of different tourist groups using a conceptual model that combines the concepts of the expectancy disconfirmation paradigm using a sample of 424 tourists departing from Singapore Changi International Airport. It was found that 'Price' was insignificant in shaping overall satisfaction levels for all groups of tourists where the respondents were segmented into four groups – Europe, Asia, Oceania and North America. 'Accommodation' and 'food' were significant for the Oceania tourists. It was also found that all tourists were willing to recommend Singapore to their relatives and friends and they were willing to revisit Singapore in future.

The review of literature shows that a number of papers dealing with different aspects of tourist satisfaction have already been published. These deals with the satisfaction of tourists with attraction, accommodation facilities, transportation facilities and other tourist services like tour guides, staff and behavior of local people. Many papers conclude that favourable tourist perception and attitudes are potentially important source of competitive advantage.

RESEARCH GAP

A good number of works has been found on the perception and satisfaction of customers in service industry. Lots of the works were found on tourist perception and satisfaction visiting different parts of world. So far no work has been found on the comparison between domestic and foreign tourist's perception especially for the tourists visiting Bihar.

OBJECTIVES

This study is an attempt to fill the above mentioned gap and hence following objectives were set for the study:

1. To analyse the demographic characteristics of tourists visiting Bihar to portray the demand side.
2. To analyse the perception of domestic and foreign tourists on destination attributes.
3. To analyse the overall satisfaction of domestic and foreign tourists.

Hypotheses

$H_0$1: There is no significant difference in the perception of domestic and foreign tourist across the five factors (destination attractiveness, accessibility, price, promotion and people and staff).

$H_0$2: There is no significant difference in the overall satisfaction across the group (domestic vs. foreign tourist).

 ISSN 2322 - 0899

METHODOLOGY

The study is based on secondary as well as primary data. Secondary data were collected from books, journals, magazines, newsletters and websites. A self administered questionnaire survey was carried out to collect the primary data. The survey was conducted at two places in Bihar, one at the Mahabodhi Temple Complex (Bodhgaya) and second, Vishwa Shanti Stupa – Rajgir in the month of April 2013. These two tourist destinations were chosen because of the availability of good number of domestic and foreign tourists. The respondents were selected randomly at these two spots and responses were taken only from the tourist who would agree to spend ten minutes with the researcher for filling up the questionnaire and as a result questionnaire got filled with maximum accuracy. Total 200 responses have been collected and found suitable for analysis. The sample size of 200 was found sufficient on the basis of same kind of research in the other parts of the world like study of Peter Mason and I-Ling Kuo on Visitor Management at Storhenge, UK (Mason and Kuo, 2006).

The questions were developed from issues raised in academic literature, comments derived from media statements on the satisfaction level of tourists while visiting a tourist destination. The questionnaire was divided into three sections. The first section was related to the demographic profile of tourists (age, gender, religion, education, marital status, profession and income). From previous researches it was found that these demographic characteristics have impact on the tourist satisfaction. The second section was based on 49 Likert scale statements to analyse the perception of tourists. These statements were taken from previous research in the same area but for different destinations. A five-point Likert type scale was used with the scale being presented thus: Strongly Disagree (1), Agree (2), Neither Agree nor Disagree (3), Agree (4) and Strongly Agree (5). These 49 attributes were classified into five sub-heads which are well known components of marketing mix – product, place, price, promotion and people. Out of seven 'Ps' of services marketing mix, these five were found relevant for the study. The third section was associated to know the travel pattern and to measure the overall satisfaction of tourists.

DATA ANALYSIS

The collected data were analysed by using the software developed by IBM, the Statistical Package for the Social Sciences (SPSS). The demographic characteristics of the respondents were summarized in table 1 which reflects the percentage composition of various components of demographic profile. Since the main objective of the study is to analyse the perception and satisfaction across the nationality, so the respondents were grouped into domestic tourists and foreign tourists. First of all the normality of data was checked and it was found that data is normally distributed. Reliability test was performed to ensure the consistency of scale. Reliability means the degree to which the results obtained will be the same from one occasion to another. Cronbach's alpha coefficient is the most widely used method for testing the reliability of scale. The alpha value, used for reliability of data, of the 49 attributes of the destination and quality of tourism related products at the destination lies in the range of 0.8 or 0.9. This exceeds the minimum standard (0.70) suggested by Nunnaly (1978) (Santos, 1999). To check the equality of mean of all attributes for domestic and foreign tourists independent t-test has been used. $P > 0.05$ (significance value is greater than 0.05) shows that there were no significant difference in the mean, statistically.

RESULTS AND DISCUSSION

Details of the sample are presented in table 1. These details constitute the demographic profile of the respondents like nationality (divided into two groups, domestic & foreigner), religion, gender, age, marital status, education, income group and working status.

The sample of respondents was showing that 66% of respondents were Indian and 34% were foreigner. There were 69% male and 31% female. This difference might have arisen because only one questionnaire was got filled by a family or group and male dominated in giving the response. Most of the visitors were found from Hindu religion (44%) whereas second largest visitors were Buddhist (28%) and then Muslims (16%). The age group of 26-45 was having highest representation in the sample (66%). 46-55 age group was showing the lowest representation i.e. only 4%. 80% of the sample was found married and only 20% were unmarried. Respondents with their total monthly income less than Rs.15000 were ranked first (40%) and above Rs. 45000 was ranked second (32%) in the list. 28% of the sample was represented by income group of Rs. 15000 – 30000 and Rs.30000 – 45000. The sample represents that 46% of the visitors were employed in private companies and second largest representation was government employed (24%). Number of students was also found significant (14%). Self employed and home maker both had equal representation in the sample i.e. 8%. The majority (52%) of holidaymakers were on short visit of 1 – 3 nights stay. Only 26 % of the sample shows more than a week

 ISSN 2322 - 0899

holiday. Long stay was found by foreigners. Domestic tourists were mostly on day visit only or for 1 night stay. But the length of stay in Bihar was found very short. 84% of the sample was staying in Bihar only for maximum of 3 nights stay.

Table 1 - Details about sample (n=200)

Sample	%	Sample	%
Nationality		***Working Status***	
Indian	66	Self Employed	8
Foreigner	34	Govt. Employed	24
Gender		Pvt. Employed	46
Male	69	Student	14
Female	31	Home Maker	8
Religion		***Purpose of Visit***	
Hindu	44	Recreation	20
Buddhist	28	Religious	38
Sikh	6	Cultural and Historical	30
Muslim	16	Business	4
Others	6	Visiting Friends and Relatives	8
Age		***Travel Companion***	
<25	16.5	Alone	6
26-35	33	Family	66
36-45	33	Friends	28
46-55	4	***Length of Holiday***	
>55	13.5	1-3 nights	52
Marital Status		4-6 nights	22
Married	80	more than a week	26
Unmarried	20	***Length of Holiday in Bihar***	
Education		1-3 nights	84
High School	24	4-6 nights	16
Technical	28	more than a week	0
Graduate	32	***Source of Information***	
Masters/ Doctorate	16	Books, Newspaper & Magazines	44
Monthly Income		Television	2
<15000	40	Travel Agents	12
15000-30000	22	Friends and Relatives	36
30000-45000	6	Internet	6
>45000	32		

During interview it was found that only monks or Buddhists who came for meditation were staying for more than one week. After examining motivations behind the travel, it was found that 30% of the sample respondents were travelling for cultural and historical purposes which stood second just after the religious motivation 38%. 20% of the sample respondents were travelling for recreation, 8% for visiting friends and relatives and only 4 % for business which showed minimum representation in the sample. Respondents travelling with their family (66%) and with their friends (28%) were ranked as the first and second on the list. Only 6% of the sample was travelling alone. After examining the sources of information for the visitors it was found that the most important sources of information were books, newspaper and magazines (44%), and words of mouth by friends and relatives was on second position with 36% representation in the sample. Television was having the least contribution, only 2%. Other sources of information were travel agents (12%) and internet (6%).

ISSN 2322 - 0899

HYPOTHESES TESTING

Hypothesis 1: There is no significant difference in the perception of Indian and foreign tourist across the five factors (destination attractiveness, accessibility, price, promotion and people and staff).

COMPARISON BETWEEN PERCEPTION OF INDIAN AND FOREIGN TOURISTS

There were total five factors with 49 statements. In table 2 all the attributes (Likert scale statements) considered for equality of mean for Indian and foreign tourists are compiled. For analysis statistical tool of independent sample t-test was applied and the results are shown in table 2.

Table 2 - Comparison between Indian and Foreign tourists visiting Bihar (t-test)

Destination Attributes	Indian (n=132)	Foreigner (n=68)	t	Sig. t
Destination Attractiveness	**3.60**	**3.60**	**0.066**	**.948**
Tourist Destination Has Unique Image	4.49	4.81	-3.866	.000
Tourist Destination is Popular	4.58	4.82	-3.599	.000
Good offers for visiting nearby place	3.26	3.56	-1.716	.088
Good Variety of Attraction	3.11	2.66	3.023	.003
Good nightlife	2.68	2.03	3.583	.000
Activities for Children	3.96	3.90	0.593	.554
Good accommodation facility	2.89	3.32	-2.423	.016
Car parking facility	3.74	3.56	1.327	.186
Beautiful Landscape	3.92	4.10	-1.493	.137
Well maintained pedestrian areas	3.94	3.53	2.308	.022
Public convenience facility	3.02	3.50	-3.147	.002
Maintenance of site and facility	3.56	4.15	-4.411	.000
Cleanliness and Hygiene	2.84	2.43	2.747	.007
I fell at home at this tourist destination	3.76	2.94	5.613	.000
Safe Place	4.27	4.66	-3.293	.001
Accessibility	**3.43**	**3.97**	**-11.074**	**.000**
Air Connectivity is good	2.52	2.94	-2.703	.007
Rail connectivity is good	3.18	3.47	-1.903	.058
Public Transport Services	2.98	2.91	0.610	.542
Taxi and Auto-Rickshaw Services	4.30	4.41	-0.842	.401
Road Connectivity	3.93	4.54	-5.286	.000
Easy to get around the city	3.02	3.68	-5.180	.000
Making booking was easy	3.52	4.57	-10.352	.000
Travel Agents are easily available	3.48	4.76	-9.387	.000
Operating hours are convenient	3.90	4.43	-5.206	.000
Price	**4.26**	**4.78**	**-4.740**	**.000**
transportation charges are reasonable	3.92	4.21	-1.772	.078
Accommodation cost is reasonable	3.17	3.79	-3.905	.000
Price of additional offers are reasonable	4.15	3.94	1.626	.106
Price for guided tour is reasonable	3.51	3.96	-3.475	.001
Price for entry ticket is reasonable	3.70	3.69	0.099	.921
Worth for Money	3.47	4.44	-5.662	.000
Overall level of price is reasonable	3.66	4.66	-8.020	.000
Promotion	**3.37**	**3.19**	**1.819**	**.070**
Destination is well promoted through media	2.97	2.94	0.156	.876
Well promoted through newspaper	3.03	2.41	4.342	.000
Well promoted through TV	1.81	1.43	2.968	.003
Well promoted on Internet	3.37	3.93	-3.823	.000

 ISSN 2322 - 0899

Well promoted through magazine	3.02	2.79	1.642	.102
Well promoted through TTF	2.64	2.46	1.525	.129
People	**3.33**	**3.69**	**-4.051**	**.000**
Well trained staff	3.22	3.10	0.626	.532
Friendly staffs	3.89	4.16	-1.798	.074
Well behaved transporters	3.29	3.79	-3.894	.000
Good Travel agents	3.05	4.03	-7.633	.000
Smart Courteous and prompt hotel staff	3.40	3.81	-2.553	.011
Restaurant Staffs are good	3.66	3.84	-1.249	.213
shopping centre staffs are courteous	2.28	3.34	-6.494	.000
Good number of tour guides	3.49	3.51	-0.151	.880
Tour guides are well dressed	2.46	3.34	-5.223	.000
Tour guides are well behaved	3.74	4.32	-3.761	.000
Tour guides are well versed	3.32	2.44	5.321	.000
Local people are friendly	4.14	4.56	-2.933	.004

i) **Destination Attractiveness:** The mean for the destination attractiveness for both Indian and foreign tourists was 3.60. The table showed the t-value 0.066 and the significance value is 0.948 which was more than 0.05, statistically not significant and it indicated that there were no differences in the perception of Indian and foreign tourist regarding the destination attractiveness. This factor covered 15 Likert scale statements. It was found that 11 statements (associated with destination image, destination popularity, variety of attraction, night life, accommodation facility, pedestrian area, public conveyance facility, cleanliness and hygiene, homely feeling and safety) showed that statistically there exist significant differences between the perception of domestic and foreign tourists. For the rest four statements (associated with activities for children, car parking facility, landscape and offers for excursion) significance value was more than 0.05, so it was found that statistically there were no significant difference between the perception of domestic and foreign tourists. The maximum differences in the perception were seen on variety of attraction and homely feeling.

ii) **Accessibility:** Mean value for this factor were 3.43 and 3.97 for Indian and foreign tourists respectively. t-value was -11.074 and significance value was 0.000 which was less than critical value (0.05), therefore it has been found that statistically significant, therefore there is significant difference between the perception of Indian and foreign tourists about the accessibility of the destination in Bihar. This factor contains total nine Likert scale statements out of which six (associated with road connectivity, air connectivity, easiness to get around the city, ease in making booking, availability of travel agents and convenience of operating hours) showed that their significance level was less than critical value, 0.05. Therefore it has been found that there exists a significant difference in the perception of Indian and foreign tourist. For the rest of the three statements (associated with rail connectivity, public transport and taxi services) significance value is more than 0.05. Therefore it was found that statistically there is no significant difference in the perception of Indian and foreign tourist on these statements.

iii) **Price:** Mean value for Indian and Foreign tourists were 4.26 and 4.78 respectively. t-value was -4.74 and significance value is 0.000, therefore it was found that statistically significant and it is concluded that there is significant difference in the perception of Indian and foreign tourist on the price level of the services offered in and around the destination. This section had seven statements out of which four statements (associated with accommodation cost, guide cost, worthiness and overall price level) had significance value less than critical value, 0.05, which showed a statistically significant difference in the perception of Indian and foreign tourists. There were three statements (related to transportation charges, price of additional offerings and entry ticket charges) which showed statistically no significant difference ($p > 0.05$) in the perception of Indian and foreign tourists.

iv) **Promotion:** Mean values for this promotion were 3.37 and 3.17 for Indian and foreign tourists respectively. t-value was 1.819 and significance value was 0.07 which is more than 0.05 (critical value), which showed there was no significant difference in the perception of Indian and foreign tourists on the promotion. This factor included six Likert scale statements out of which only three (associated with promotion through newspaper, TV and internet) had the significance value less than 0.05, which showed the statistically significant difference between the perception of Indian and foreign tourists.

v) **People:** Mean values for people were 3.33 and 3.69 for Indian and foreigner respectively. t-value was -4.051 and significant value was 0.00 which was less than critical value 0.05. Therefore it was found that the difference is statistically significant, and leads to the conclusion that there is a significant difference in the perception of Indian and foreign tourists on the people and staff on tourism industry in Bihar. This factor included twelve Likert scale statements, out of which only four statements showed that there were no significant differences in the perception of Indian and foreign tourists.

Hypothesis 2: There is no significant difference in the overall satisfaction across the group (domestic vs. foreign tourist).

The hypothesis seeks to test whether there is any significant difference in the overall satisfaction of domestic and foreign tourists. To test this hypothesis, independent sample t-test has been used.

Table 3: Group Statistics - Overall satisfaction about Tourist visit

Nationality	N	Mean	Std. Deviation	Std. Error Mean
Indian	132	3.96	.877	.076
Foreigner	68	3.54	.921	.112

Table 3 shows the descriptive statistics. This table indicates the mean value and standard deviation obtained by domestic and foreign tourists on overall satisfaction. This has been found that the Indian tourists have the higher mean value 3.96 on five point Likert scale and Std. Deviation of 0.877. This is an indication that the Indian tourists are more satisfied than the foreign tourists. It has also been seen that the mean score of foreign tourist is 3.54 and Std. Deviation of 0.921. This means both, domestic and foreign tourists have positive overall satisfaction.

Table 4: Independent Sample t-test

	Levene's Test for Equality of Variances		t-test for Equality of Means		
Overall satisfaction about your visit	F	Sig.	T	df	Sig. (2-tailed)
Equal variances assumed	3.641	0.058	3.138	198	0.002

Table 4 shows the result of Independent Sample t-test applied to see the differences in the overall satisfaction of domestic and foreign tourists statistically. The t-value is 3.138 and Sig. value is 0.002 which is less than 0.05 (95% confidence interval), which indicates that there exists significant difference in the overall satisfaction of domestic and foreign tourists.

Hence, the hypothesis that there is no significance difference in the overall satisfaction of domestic and foreign tourists stands rejected.

CONCLUSION AND SUGGESTION

It has been seen that Bodhgaya and Rajgir are favorite destination for foreign and domestic tourists visiting Bihar. Using data from questionnaire survey conducted among domestic and foreign tourists visiting Bodhgaya and Rajgir, Bihar, in April 2013. This study examined the extent to which selected destination attributes were

 ISSN 2322 - 0899

significant. Tourist satisfaction by virtue of these attributes has also been analysed. The study found that destination attractiveness and promotion of the destination do not create significant difference in the perception of tourists. On almost all the attributes domestic tourists were more satisfied than the foreign tourists. On accessibility, price and staff there were significant difference in the perception. It has also been found that foreign tourists do not possess a good perception on 'the variety of attraction', 'availability of nightlife', 'air connectivity', 'promotion of the place' and 'knowledge of tour guides'. Domestic tourists were mainly dissatisfied with 'accommodation facility', 'availability of nightlife, 'public conveniences', 'cleanliness and hygiene', 'public transport', 'promotion of the destination', 'behavior of shopping centre staffs'.

Destination management should attempt to look in the reasons of dissatisfaction and make remedial actions and increase the facilities for sustainable tourism development in general and tourist satisfaction in particular. Satisfied tourists do not necessarily return, but still can help the destination to attract new customers (Kozak and Rimmington, 2000). It is hoped that survey results may be useful for organization involved in the management of tourism in Bihar specially Bodhgaya and Rajgir in evaluating their existing performance levels and designing the further strategies on the satisfaction of tourists and development of destination.

REFERENCES

- Ahmad, Zafar U. (1991). The Influence of the Components of State's Tourists Image on Product Positioning Strategy. *Tourism Management*, 12:331-40
- Bowie, David, and Jui Chi Chang. "Tourist satisfaction: A view from a mixed international guided package tour." *Journal of Vacation Marketing* 11.4 (2005): 303-322.
- Chen, C. and Tsari, D. (2007). How do destinations image and evaluative factors affect behavioral intentions? *Tourism Management*, 28, 1115-1122
- Dmitrovic, Tanja, et al. "Conceptualizing tourist satisfaction at the destination level." *International Journal of Culture, Tourism and Hospitality Research* 3.2 (2009): 116-126
- Holloway, J.C. (2004). *Marketing for Tourism,* 4th Ed. Harlow: Prentice Hall
- Hui, K. H., Wan, D. and Ho, A. (2007). Tourist's Satisfaction, recommendation and revisiting Singapore. *Tourism Management*, 28: 965-975
- Kozak, M. and Rimmington, M. (2000). Tourist Satisfaction with Mallorca, Spain as an Off-Season Holiday Destination. *Journal of Travel Research,* 38: 260-269
- Kozak, M. (2001). Comparative assessment of tourist satisfaction with destinations across two nationalities. *Tourism Management,* 22 (391-401)
- Kozak, M. (2002). Comparative Analysis of Tourist Motivations by Nationality and Destinations. *Tourism Management*, 23 (221-232)
- Leask, A. and Fyall, A. (2006). *Managing World Heritage Sites,* 55, Oxford: Butterworth-Heinemann
- Mason, P. and Kuo, I-Ling. (2006). Visitor Management at Storehenge, UK. *Managing World Heritage Sites* (eds. Leask, Anna and Fyall, Alan), 182-194, Oxford: Butterworth-Heinemann
- Moses Makoji Okello and Sarah Yerian. (2009). Tourist satisfaction in relation to attraction and implications for conservation in the protected areas of the Northersn Circuit, Tanzania. *Journal of Sustainable Tourism*, 17 (5), 605-625
- Santos, A. Reynaldo, J. (1999). Cronbach's Alpha: A tool for Assessing the reliability of Scales. *Journal of Extension*, 33 (2), retrieved from http://www.joe.org/joe/1999april/tt3.php , on Aug 28, 2013
- Tribe, J. and Snaith, T. (1998), From SERVQUAL to HOLSAT: Holiday Satisfaction in Varadero, Cuba. *Tourism Management*, 19 (1), 25-34
- West, D., Ford, J. and Ibrahim, E. (2006). *Strategic Management*. 49, New York: Oxford University Press
- Yoon, Y. and Uysal, M. (2005). An examination of the effects of motivation and satisfaction on destination loyalty: A Structural Mode. *Tourism Management*, 26, 45-56

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

AN EXPLORATORY STUDY TO EVALUTE THE IMPACT OF INNOVATION ON ORGANIZATIONAL GROWTH

Dr. Aaliyah M. Siddiqui
Assistant Professor, Datta Meghe Institute of Management Studies, Nagpur

ABSTRACT
The study explored the aspect of Innovation in the context of organizational growth. Till recent the literature on organizational growth was confined to profitability, cost reduction and financial performance. This study dealt with the growth of an organization for the perspective of Innovation and subdivided the aspect of innovation into four sub categories namely, Product, Process, Administrative and Service innovation. A sample of 94 respondent mainly senior executives of large and midsized organizations participated in the study. The regression revealed the level of significance of each category of innovation. Product Innovation and Service innovation were returned as the leading contributors to the organizations growth while the other two categories also were found to have significant relation with the organizational growth.

INTRODUCTION
Organizational growth could be seen differently by different organizations. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data. Thus the companies shall take initiatives which may lead to organizational success. There are many parameters a company may use to measure its growth, profits, although largely remains the object, but lately organizations have come to terms with a buzz word called 'innovation'. In the technology driven world, innovation enjoys a special place in corporations, so it is time for companies to wake up to the reality and start measuring growth on the scale of innovation. In this study, the innovation has been used as a scale of measurement of the organizational growth. The study has used four innovative practices such as product innovation, process innovation, administrative innovation and services innovation to understand the impact of innovation on the growth of an organization.

STATEMENT OF THE PROBLEM
The study mainly focuses on innovations undertaken by the organizations for growth and development. The success and failure of an organization greatly depends on innovative practices adopted by the organization. If the organizations keep the pace of innovation in their processes, they will continue to achieve the competitive advantage and in return higher growth and sustainability. It is thus essential to understand and measure the levels of innovation in an organization.

PURPOSE
This study seeks to understand whether innovation can impact the growth of an organization. The study has been undertaken using four category of innovation namely Product, Process, Administrative and Service innovation. These innovation types will have their impact on the success of an organization and will lead to highlight the contribution of Innovation in organizational growth.

OBJECTIVES OF THE STUDY
1. To identify organizations following innovative practices.
2. To understand the relationship between innovation and organizational growth.

HYPOTHESIS
Null Hypothesis: There is no significant relationship between Innovation and Organizational Growth
Alternate Hypothesis: There is significant relationship between Innovation and Organizational Growth

LITERATURE REVIEW
Although the relationship between innovation and growth had been articulated at an intuitive level for some time, innovation was not introduced into formal economic growth models until 1957 (Solow, 1957). Robert Solow, a professor at MIT, was awarded a 1987 Nobel Prize in Economics for this and related work. Like scholars before him, he defined growth as the increase in GDP per hour of labour per unit time. He carefully measured the fraction of this growth that was actually attributable to increases in capital, such as investments in machinery and related equipment, since the theory of the day was that capital accumulation was the primary determinant of growth. However, capital accumulation accounted for less than a quarter of the measured

growth. Solow's insight was in attributing the remainder of the growth, the majority share, to "technical change." The magnitude of the residual calculated in this empirical study placed the role of innovation in economic growth squarely on centre stage, where it has remained for the past half century. Since Solow's contributions, the relationship between innovation and growth has been modeled in increasingly sophisticated ways. Broadly speaking, an organizational innovation is defined as the adoption of a new idea or behavior by an organization (see Daft, 1978). More precisely, and following the Oslo Manual (OECD, 2005) "organizational innovations refer to the implementation of new organisational methods. These can be changes in business practices, in workplace organization or in the firm's external relations."Organizational innovations and new knowledge management practices are often introduced in bundles of new organizational elements. Although firms seldom apply a holistic restructuring approach, they generally introduce a limited number of new organizational elements concurrently.
It is widely accepted that innovation is a primary source of productivity growth. Organizational innovations can have an important effect on productivity on their own. In this sense, organizational innovations can increase the quality and efficiency of work and improve the information sharing and the ability of the firm to use new technologies, as such increasing the productivity of the employees and thus leading to organizational growth.

ORGANIZATIONAL GROWTH AND INNOVATION: INSEPARABLE TWINS IN CONTEMPORARY ECONOMICS: ORGANIZATIONAL GROWTH

Growth is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other company expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the business wishes to keep up. Organizational growth has the potential to provide all businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many firms desire growth because it is seen, generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for businesses and is a fundamental concern of many practicing managers. Organizational growth, however, means different things to different organizations. There are many parameters that an organization may use to measure its growth. Business owners may use one of the following criteria for assessing their growth: sales, number of employees, physical expansion, success of a product line, or increased market share. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself. Innovation is one of the measures that can be taken by the organization to achieve growth and success.

WAYS IN WHICH ORGANIZATIONS ACHIEVE GROWTH

It is the cravings of all success oriented business owners, whether small or big to know how to achieve organizational growth. Every management team desires organizational growth, but many are often frustrated because they lack the best approaches to employ. Innovation drives the modern enterprise. Firms thrive on capturing and capitalizing on the opportunities created by new technologies, new markets, new customers and new ways of doing business. Organizations that execute innovation projects in this way almost always generate higher return on investment than companies that limit innovation to new products. Also, companies that innovate simultaneously in multiple areas reap more rewards than those that innovate in a single area.

10 ways to achieve growth through Innovation

Companies that manage innovation with the same rigor and discipline they bring to other business processes can see sustainable growth and a higher return on their innovation investments.

1: Conceive of innovation as a business discipline, and then manage and execute it systematically. That means as an end-to-end, uniform process, from insight development to idea generation to development to marketplace launch.

2: Craft a precise definition of innovation's role in the overall corporate strategy based on the company's industry, market, and competitive environment.
Specify the types of innovation being sought to build a sustainable competitive position and the specific value the innovations are expected to generate. To be effective, this definitional approach needs to be broad enough

ISSN 2322 - 0899

that no one in the firm is let off the hook. If innovation is defined too narrowly, executives can always say that it's not relevant to the business. But if innovation is about continuously finding new sources of value, defined in whatever terms are appropriate for a particular industry, executive teams have no choice but to look at the processes they currently have in place for identifying new sources of value, setting up teams to explore and execute around those sources, managing the teams, and measuring results.

3: Focus much more time and resources on breakthrough, long-term, game-changing innovation.
Spend less time on incremental innovation that yields only short-term benefits. Several of the world's greatest companies have performed exceptionally well by delivering breakthrough innovations based on "big bet" initiatives.

4: Take more risks, reward failure, and encourage continuous improvement.
The fastest and most effective path to breakthrough innovations is to think big and act big. Be bold in your actions and decisions. Create a corporate culture that not only tolerates risks but rewards it. And when employees fail while taking big risks, reward them. Without such a culture, breakthrough ideas are impossible to consistently identify and capitalize upon.

5: Measure innovation performance and results as you do other business functions, such as marketing, strategy, and operations. There's a tendency to keep inconsistent and unusable records about corporate innovation. This makes it tough to measure innovation performance. Tracking more detailed, disciplined, consistent metrics about innovation performance will translate to better innovation performance. Ensure that the metrics span the end-to-end innovation process. This means beyond the customer and embracing both forward- and backward-looking metrics. Tracking only backward-looking metrics is insufficient. Without the ability to measure past successes and estimate the future market impact of new products, companies will continue to "fly blind."

6: Focus on the customer experience and less on technology.
Zero in on a problem looking for a technology solution rather than a technology solution looking for a problem. High performing companies use ethnographic, best-practice observational customer understanding techniques, whereas lower performers rely more heavily on traditional market research. You can't ask people what they want, because when it comes to technology, they usually don't know. On the other hand, you can't develop something just because a room full of engineers thinks it's cool. You have to know whether the idea will resonate as a real benefit to people. The way you hear the voice of the customer is to listen better to the customer. A key metric should be how well you are meeting your customer's expectations of your company.

7: Embrace open innovation and open innovation tools.
This means tapping external sources, such as universities and corporate start-ups. Keeping all innovation activities within your company is a recipe for failure.

8: Encourage idea generation from everywhere, both inside and outside your company.
Include everyone from the highest levels of the company to the lowest. Often the most innovative ideas are submitted by junior employees.

9: Consider appointing a chief innovation officer and setting up a uniformity of command for corporate innovation accountability.
Accenture's research found a direct correlation between the level of successful innovation within companies and the presence of a chief innovation officer (or an executive who has innovation as a major part of his/her job responsibility). Companies designating one executive to be accountable and leading innovation execution report dramatically higher satisfaction levels across all aspects of their innovation performance. This performance includes developing a product or service pipeline of initiatives and extracting value from innovation programs. Having an executive in this role creates a more focused, continuous process for improving corporate innovation. Companies that don't have such executives tend to be less skilled and lower performing in innovation.

10: Have a dedicated budget for innovation.
Appointing a chief innovation officer isn't enough. Too often, companies have appointed someone to lead the innovation charge only to run up against the crippling "who owns the budget?" problem. A dedicated budget is a vital component of successful innovation. But there does need to be an adequate level of resources to fund the innovation infrastructure.

 ISSN 2322 - 0899

RESEARCH METHODOLOGY

The various elements of research methodology adopted for the study are as follows:

UNITS OF STUDY

The study included the five units for the purpose of study they comprise of namely Organizational Growth (OG) with Product Innovation (PI), Process Innovation (PRI), Administrative Innovation (AI) and Service Innovation (SI). Each of the units has been identified on the basis of the pilot study which comprised of the unstructured interviews conducted for the purpose of the study.

SAMPLING & RESEARCH DATABASE DESIGN

A Simple Random Sampling was used for the study. A data base of the organizations following innovative practices has been used. 150 questionnaires were circulated, out of which 110 were received. Only 94 were considered for the analysis since the rest 16 responses were missing some values or were outliners.

MEASUREMENT DESIGN

Nominal, ordinal, interval and ratio scales were used in the questionnaire for data collection. For the purpose of computing the correlation coefficients, the study used the model of the form:

OG *(Outcome)* = α + PI *(predictor)* + PRI *(predictor)* + AI *(predictor)* +SI *(predictor)*

Where OG = Organizational Growth
PI = Product Innovation
PRI = Process Innovation
AI = Administrative Innovation
SI = Service Innovation
α = Error

DATA COLLECTION PROCEDURE

The responses were collected by using a specially designed questionnaire for the study. The questionnaire was tested for the validity and reliability through a pilot study. Likert's 5 point scale was used for the questionnaire. Generally, a questionnaire with α of 0.8 is considered reliable (Field, 2009). Hence, the questionnaire was found reliable, since the α is 0.81.

Table 01: Correlations

		OG	PI	PRI	AI	SI
OG	Pearson Correlation	1	.516	.502	.569	.652*
	Sig. (2-tailed)		.001	.000	.002	.000
	N	94	94	94	94	94
PI	Pearson Correlation	.516	1	.551	.528	.500
	Sig. (2-tailed)	.001		.000	.002	.000
	N	94	94	94	94	94
PRI	Pearson Correlation	.502	.551	1	.550	.526
	Sig. (2-tailed)	.000	.000		.000	.000
	N	94	94	94	94	94
AI	Pearson Correlation	.569	.528	.550	1	.554
	Sig. (2-tailed)	.002	.002	.000		.000
	N	94	94	94	94	94
SI	Pearson Correlation	.652*	.500	.526	.554	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	94	94	94	94	94

*Correlation is significant at the 0.05 level (2-tailed)

ISSN 2322 - 0899

Table 02: Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	SI, PI, AI, PRI[b]	.	Enter

a. Dependent Variable: OG
b. All requested variables entered.

Table 03: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778[a]	.605	.595	.322

a. Predictors: (Constant), SI, PI, AI, PRI

Table 04: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.778	4	.445	1.854	.001[b]
	Residual	21.339	89	.240		
	Total	23.117	93			

a. Dependent Variable: OG
b. Predictors: (Constant), SI, PI, AI, PRI

Table 05: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.404	.848		6.375	.000
	PI	.114	.144	.106	.794	.002
	PRI	.221	.201	.206	1.098	.000
	AI	.056	.133	.056	.426	.023
	SI	.166	.132	.162	1.256	.000

a. Dependent Variable: OG

INTERPRETATION OF THE FINDINGS

The interpretation from *Table 1* above of displays the Correlations of Organizational Growth (OG) with Product Innovation (PI), Process Innovation (PRI), Administrative Innovation (AI) and Service Innovation (SI) Where the Organizational Growth is the outcome variable in the research and the other four variables are the predictive variables. The matrix of the correlation has same variables down the side as across the table and are symmetrical on the diagonal. From the matrix of table 01, it is amply clear that there exists a correlation between all the four predictive variables and the outcome variable of the research. The Correlation is significant at the *0.05* level between OG and PI, PRI, AI and SI, as also between PI and PRI as well as AI and SI.

From the interpretation of Table 2 of Regression of Variables Entered/Removed, it is clear that the outcome variable of Organizational Growth is the dependent variable.
Table 3 displays the Regression Model Summary, where R i.e. the multiple correlation coefficients which has the highest or maximum value of 1, which is indicates the strong relations when all variables are associated together. The R Square is *0.605* i.e. *60.5* percent which means that *60.5* percent of the variance in Organizational Growth can be predicted by the combination of the four predictive variables and 39.5 percent of the variance can be explained by other factors, which are extraneous to the study. The Table 4 of ANOVA states that the model is a good fit model since the significance level is much less than *0.05.*

Table 5 of demonstrates the Regression Coefficients and reveals the vital information, which states that when the value of all the predictive variables is zero then the variable of Organizational growth is equal to *5.404.* From table 05, we can understand the increase in units of the outcome variables by one unit increase in each of the predictive variable. So, when there is an increase in the Product Innovation variable by one unit, the variable of Organizational Growth shall increase by *0.114* units. When the variable of Process Innovation increases by one unit, the variable of Organizational Growth shall increase by *0.221* units. When the variable of Administrative Innovation increase by one unit, the variable of Organizational Growth shall increase by *0.056* units and when the variable of Service Innovation increase by one unit, the variable of Organizational Growth shall increase by *0.166* units. Thus, from the table of regression of coefficients, the effect of each predictive variable on the outcome variable can be determined.

CONCLUSION

From the above interpretation, we can say that the null hypothesis is rejected and we accept the alternate hypothesis. This leads us to the conclusion that Innovation does play a significant role in the growth of the organizations and this study revealed the extent of the impact of the four distinctive innovations have on the organization's growth. The two significant innovation Product Innovation and the Service Innovations make the highest contribution to the organizational growth as they could offer the greatest benefit to the customers and thus adding value to the organization's offerings.

SCOPE OF THE STUDY

- The study can be replicated with different population on a large sample to validate and generalize its findings for a large population.
- A study can be conducted to determine the relationship of other innovations with organizational growth.

REFERENCES

- Docherty, P., Forslin, J., & Shani, A. B. (2002a). Emerging work systems: from intensive to sustainable. In P. Docherty, J. Forslin & A. B. Shani (Eds.), Creating sustainable work systems. Emerging perspectives and practices (pp. 3-14). London: Routledge.
- Docherty, P., Forslin, J., & Shani, A. B. (Eds.). (2002b). Creating sustainable work systems: Emerging perspectives and practices. London: Routledge.
- Docherty, P., Kira. M., & Shani, A. B. (Eds.). (2009). Creating sustainable work systems. Developing social sustainability (2 ed.). London: Routledge.
- Fagerberg, Jan, Mowery, D. C. and Nelson, R. R. (2004), The Oxford Handbook of Innovations, Oxford University Press, 1–26. ISBN 0–19–926455–4.
- Feldman, M. (2004), The Significance of Innovation, Rotman School of Management University of Toronto.
- Fingar, P. (2006), Extreme Competition: Innovation and the Great 21st Century Business Reformation, Meghan-Kiffer Press, Florida, USA.
- Fiti, T., Markovska, H. V., and Bateman, M. (2007), Pretpriemnishtvo, Ekonomski Fakultet, Skopje, Macedonia.
- Gera, S., and Gu, W., (2004). "The Effect of Organizational Innovation and Information and Communications Technology on Firm Performance", International Productivity Monitor, 9.
- Grady, A. (2000). Sustainability: An organizing framework for the 21st century? Organization Development Journal, 18(2), 115-116.
- Gregersen, B. and Johnson, B. (1996), Learning Economies, Innovation Systems and European Integration, Department of Business Studies Aalborg University.
- Harvard Business Essential (2003), Managing Creativity and Innovation, Harvard Business School Press, Boston, USA, 2003.

ISSN 2322 - 0899

- Milgrom, P. and J. Roberts (1990), "The Economics of Modern Manufacturing: Technology, Strategy, and Organization," American Economic Review, 80(3), pp. 511-528.
- Roberts, P. W. (1999), 'Product Innovation, Product-Market Competition and Persistent Profitability in the U.S. Pharmaceutical Industry', Strategic Management Journal, 20, 655-670,
- Robinson, W. T. (1990), 'Product Innovation and Start-Up Business Market Share Performance', Management Science, 36, 1279-1289.
- Roper, S. (1997). 'Product Innovation and Small Business Growth: a Comparison of the Strategies of German, UK, and Irish Companies', Small Business Economics, 9, 523–527.
- Smith, K. (2005), 'Measuring Innovation?, in J. Fagerberg, D. C. Mowery and R. R. Nelson (ed.), The Oxford Handbook of Innovation, Oxford University Press, pp. 148-179

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

CUSTOMER PREFERENCE TOWARDS RETAIL OUTLET: A STUDY WITH REFERENCE TO MORE

Dr. Anil Kothari[1], Sunny Dawar[2] and Ranjana Kothari[3]
Associate[1] Professor and Research Scholar[2], M. L. Sukhadia University, Udaipur
Senior Lecturer[3], Amity University, Gurgaon

ABSTRACT

The Indian retail industry is continuously changing as the global and regional economies are transforming worldwide. Some of the biggest players of the world have entered into the Indian retail industry. It is on the threshold of a big revolution. The retail chains boom will face a strong competition from global players, national player and the regional players such as Shopper's Stop, MORE, Westside, Lifestyle, Big Bazaar, Pantaloon retail to name a few . In the Indian context there is a growing need to evaluate the true drivers of customer expectation, satisfaction, loyalty, and delight criteria. The research revolves around the foundations of consumer perception and attitude in reference to the one of the top most players which is MORE of Aditya Birla Group. The paper intends at studying the consumer satisfaction at the retail store MORE in Gurgaon. The study is based on survey of 100 customers taken from the Gurgaon retail outlet MORE. The findings of the research could be used by MORE retail store to develop the strategies for targeting and satisfying the customer.

Key words: Retail industry, Customer satisfaction

INTRODUCTION

Retailing consists of those business activities which are involved in the sale of goods and services to consumers for their personal, family, or household use. Retailer is a Person or Agent or Agency or Company or Organization who is instrumental in reaching the goods or merchandise or Services to the end user or ultimate consumer. Retailing comprises four elements namely value-driven, goal orientation, coordinated effort and customer orientation.

The Indian retail industry has experienced high growth over the last decade with a noticeable shift towards organized various formats of retailing. The size of India's retail market was at US$ 435 billion in 2013. Of this, US$ 414 billion (95% of the market) was traditional retail and US$ 21 billion (5% of the market) was organized retail. Indian retail industry is anticipated to develop at 7% over the next 7 years, reaching a size of US$ 850 billion by 2020. Conventional retail is projected to develop at 5% and reach a size of US$ 650 billion (76%), while organized retail is expected to grow at 25% and reach a size of US$ 200 billion by 2020.

Some key players in the Indian retail market are: Pantaloon, Shoppers Stop, Spencer's, Lifestyle, Bharti, Tata Trent, Aditya Birla '**MORE**', Big Bazaar and Reliance retail. Organized retail is gaining tremendous importance in the recent times. On the other hand, the retail industry is also facing severe competition and those who are able to retain their customers are the ones that are able to succeed in the market place. Delivering satisfaction to the consumers has become one of the major drivers of profitability. The retail firms are spending a lot of their marketing resources to keep existing customers rather than to attract new ones. Customer satisfaction plays a key role in customer retention and also is a major differentiating factor among retail stores. In this scenario, the firms have to work on what attracts consumers and what will make them not to shift their choice towards competitors. Working out strategies in this direction requires a thorough understanding of the preferences of the consumers on the attributes that are considered of much significance.

REVIEW OF LITERATURE

Mortime and Clarke (2010) studied the differences between male and female customers' responses to various store characteristics on the basis of rating method in Australian supermarkets. This survey took the sample of 200 customers from the four supermarkets. The study described that there were significant differences between the opinions and preferences of male and female shoppers. The study revealed that female customers give more importance to store characteristics than male.

Ghosh *et.al.* (2010) researched to find out the buying pattern of customers towards organized retail outlets. This study was undertaken in terms of time spent in the store, store switching behavior, merchandise categories purchased, and store attributes. The study stated that youth visits organized retail stores frequently. The customers usually spend at least two hours because they think, shopping at retail stores give them fun and sometime relief from stress. The study also found out that the customers usually purchase garments followed by life style products, grocery items and electronic appliances from the organized retail outlets. Tier 2 and tier 3 cities customers evaluate a store on the basis of shopping convenience, merchandise mix, store services and store environment.

Carpenter & Moore (2006) examined the relationships between consumer demographic characteristics and their choice of retail outlets. This study took a sample of 454 respondents of USA. The study revealed that demographic variables related to retail out are specialty grocers, supercenters, ware house clubs and internet grocers. While the store attributes which help the consumers to select a particular retail format selection are product selection facility, price competitiveness and environment.

Bhatnagar (2004) studied on a common model of retail format selection of non durable products. The study proposed that with the application of a general model, it becomes easier to segregate the conditions which will patronize convenience stores, food warehouses and supermarkets in an optimum way. The different formats optimality depend on membership fee, traveling costs, consumption rate, product perishability, inventory carrying costs for consumers.

Dholakia (1999) researched on impact of changing social pressure on disappearing shopping among married households. The study revealed that men had a significant role in shopping, specially shopping of grocery items for households. The study concluded that supermarkets will play significant role in changing shopping habits of consumers in future.

Bawa *et.al.* (1999) studied that shopping trip of grocery store is one of the most liked element of consumer. They studied the factors responsible for the variations in shopping behavior of households. The study came out with a model that depicted; consumers seek to minimize the traveling cost along with inventory carrying cost. The study described that there are various factors which impact the customer choice of a retail format like price, product variety, quality, store location etc. Structural changes in the retail market and their impact on consumers, a situation of cut throat competition has been developed between organized retailers and unorganized retailers (Morganosky,1997)

OBJECTIVE OF THE STUDY

The study aims to identify the factors affecting the customer choice of retail store selection and customer preferences at MORE Sohna Road, Gurgaon.

RESEARCH METHODOLOGY

The study is based on the exploratory research design. The data for study has been collected from primary and secondary sources. Secondary data has been collected from books, journals, and newspapers etc. For collecting primary data from customer a structured questionnaire was designed. This questionnaire was filled by the respondents who visited the MORE through a personal interview. A sample of 100 respondents was taken using convenience sampling method to study the customer preferences at MORE Gurgaon. Then collected data was tabulated and analyzed using percentage and developing various Bar graphs and pie charts.

DATA ANALYSIS AND INTERPRETATION

The table shows that 49% respondents were male and rest 51% were females. On the basis of age group classification 28% respondents were below the age of 25 years, 22% belonged to 25- 35 years, 34 % of 35-45 years and 16% respondents were from above 45 years. Out of 100 respondents 31% were married and 69% respondents were unmarried. In terms of occupation 35% of the respondents were in service sector , 15% of the customers belonged to professional category, 15% of the respondents were house-wife, 5% of the customers self-employed and, 30 % of the customers were students. In terms of monthly income , 8% of the respondents fall under the income group of below Rs. 10000, 20% of the respondents fall under the income group of Rs.10000-20000, 45% percent of respondents belong to Rs.20000-40000 and 27% of the respondents fall under income group of Rs. 40000 and above.

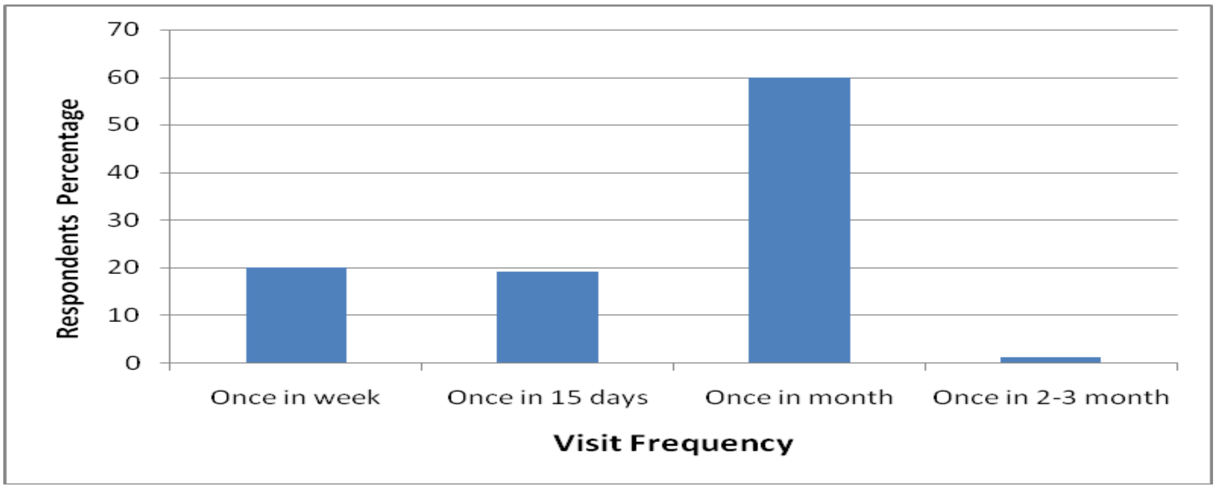
ISSN 2322 - 0899

Table 1: Respondents Distribution on the basis of Demographic Characteristics

Factors	Category	No. of Respondents	Percentage (%)
Gender	Male	49	49%
	Female	51	51%
Age Group	Below-25 Years	28	28%
	25-35 Years	22	22%
	35-45 years	34	34%
	Above 45 Years	16	16%
Marital Status	Married	31	31%
	Unmarried	69	69%
Occupation	Professional	15	15%
	Service	35	35%
	Self-employed	5	5%
	Student	30	30%
	House-wife	15	15%
Income Level Monthly (Rs.)	Below-10000	8	8%
	10000-20000	20	20%
	20000-40000	45	45%
	40000&Above	27	27%

Table 2:-Visit frequency at MORE:

Frequency	No. of Respondents	Share (%)
Once in week	20	20%
Once in 15 days	19	19%
Once in month	60	60%
Once in 2-3 month	1	1%
Total	100	100%

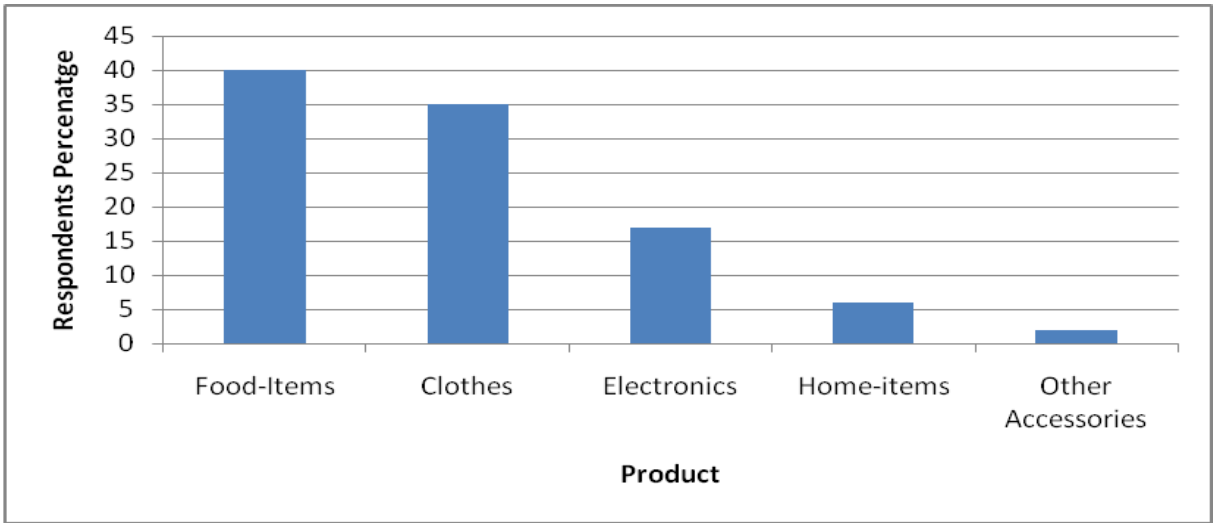


Interpretation: The above table shows that 60% of the customers visit Once in a month, 20% of the customers visit Once in a week, 19% of the customers visit Once in 15 days and only 1% customer visits Once in 2-3 moths.

Table 3:- Maximum Product Buying from MORE

Product buying of a consumer depends upon the various factors like need, offers of store, brand image etc.

Product	No. of Respondents	Share (%)
Food-Items	40	40%
Clothes	35	35%
Electronics	17	17%
Home-items	6	6%
Other Accessories	2	2%
Total	100	100%

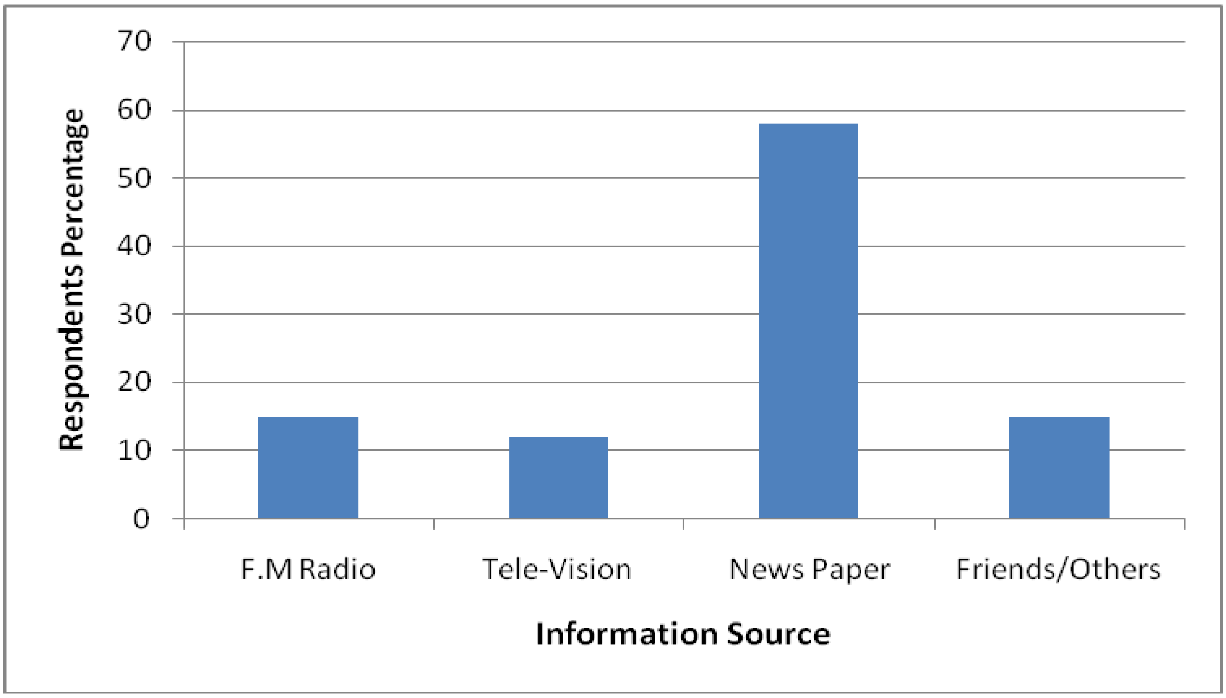


Interpretation: It is clear from the above table and bar chart that maximum 40% respondents like to buy food items, 35% respondents buy clothes, 17% electronics, 6% home items and remaining 2% used to buy other items.

ISSN 2322 - 0899

Table-4: Source of Information about MORE:

Source	No. of Respondents	Share (%)
F.M Radio	15	15%
Tele-Vision	12	12%
News Paper	58	58%
Friends/Others	15	15%
Total	100	100%



Interpretation: It is quite clear from the table and chart that 58% respondents got the information of MORE from newspaper, 15% obtained from the FM radio, 12% from the television and remaining 15% got the information from the friends and other sources.

Table-5: Reason of Buying from MORE:

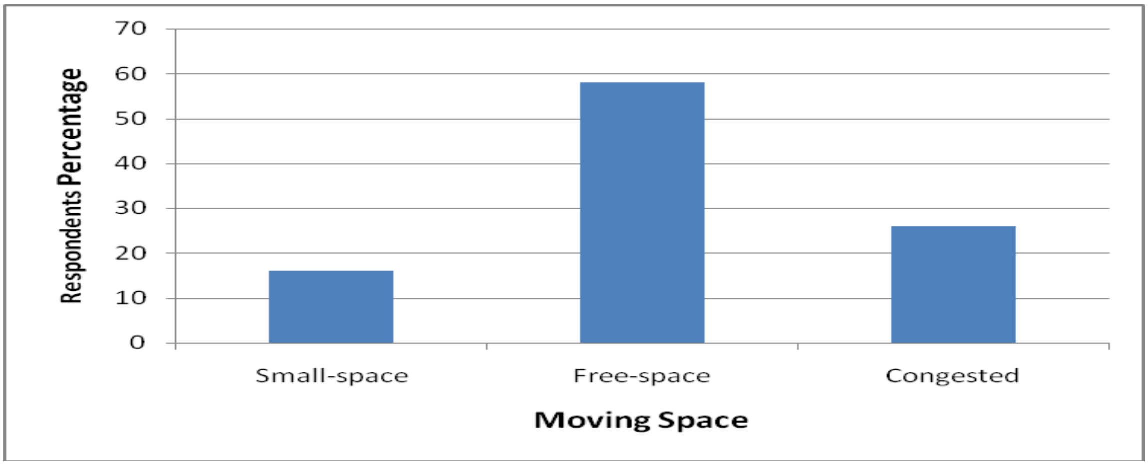
There may different reasons for buying form the MORE and it depends upon on the individual need intensity and other influencing factors. Some buy because of better quality and others for low price and so on.

Reason	No. of Respondents	Share (%)
Better Quality	40	40%
Low Price	37	37%
Variety of products	15	15%
Availability of Various Brands	8	8%
Total	100	100%

Interpretation: Above table shows that 40% of the customers go for the buying form MORE because they get products of good quality, 37% of the customers go as they get products on low price, 15% visits as they get variety of products under a single roof and rest 8% buy because they get the various brands in MORE of their needs.

Table-6: Moving Shopping Space at MORE

Response	No. of Respondents	Share (%)
Small-space	16	16%
Free-space	58	58%
Congested	26	26%
Total	100	100%

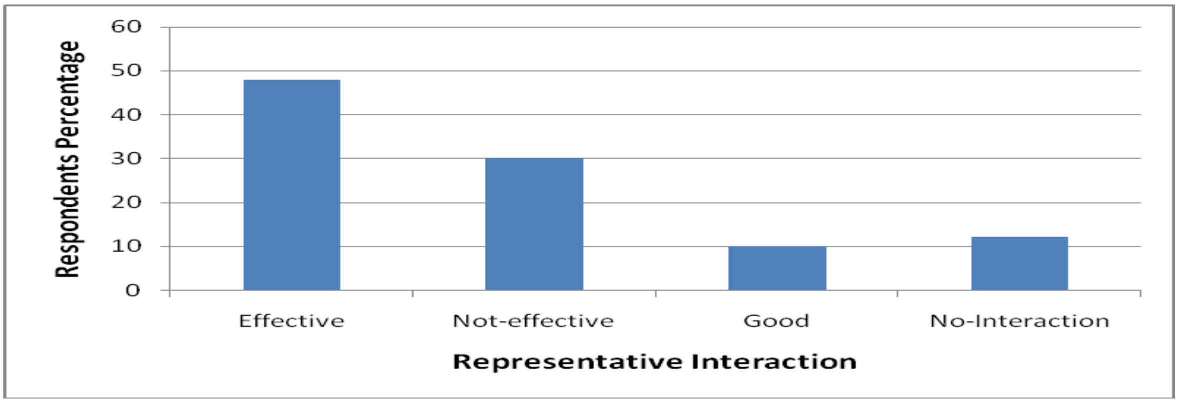


Interpretation: It is clear from the table and chart 58% respondents feel that there is free space in MORE to move freely during shopping, 26% feel that area of MORE is quite congested and 16% responded that they could not move freely in MORE because of small area.

Table-7: MORE Representatives' interaction with Customers

Interaction	No. of Respondents	Share (%)
Effective	48	48%
Not-effective	30	30%
Good	10	10%
No-Interaction	12	12%
Total	100	100%

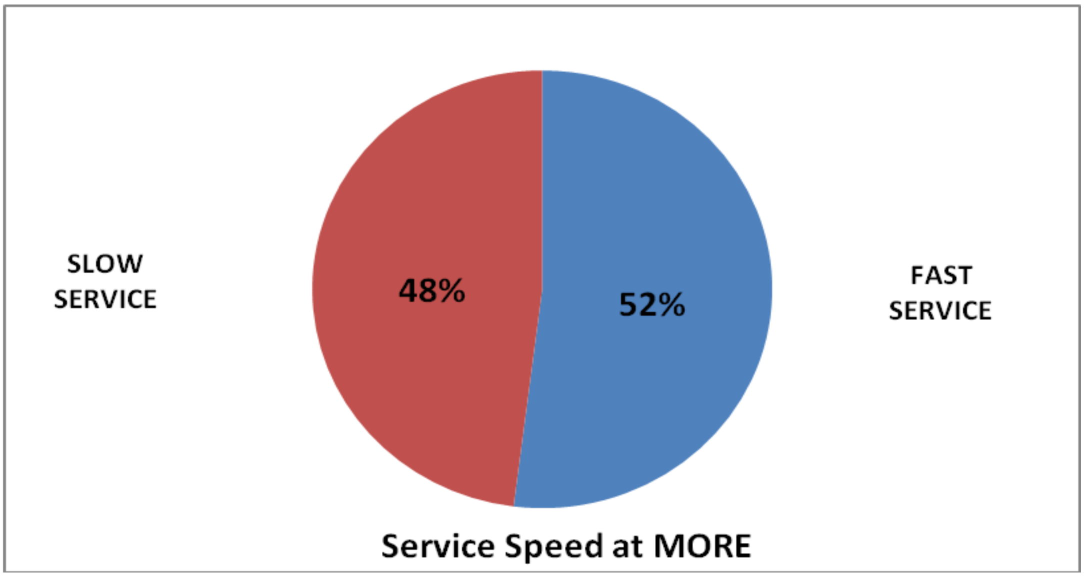
 ISSN 2322 - 0899



Interpretation: From the above chart and table, it can be easily stated that 48% respondents said that the interaction they had with MORE representatives at store was effective, 30% responded it non effective, 10% said it was good while 12% replied they did not interact with representative**.**

Table-8: Service Speed at MORE

Response	No. of Respondents	Share (%)
Fast-Service	52	52%
Slow-Service	48	48%
Total	100	100%



Interpretation: From the above table and pie chart it can be concluded that 52% respondents feel that they got fast service at MORE while 48% respondents said that service at MORE is slow.

Table-9: Discount offer always at MORE

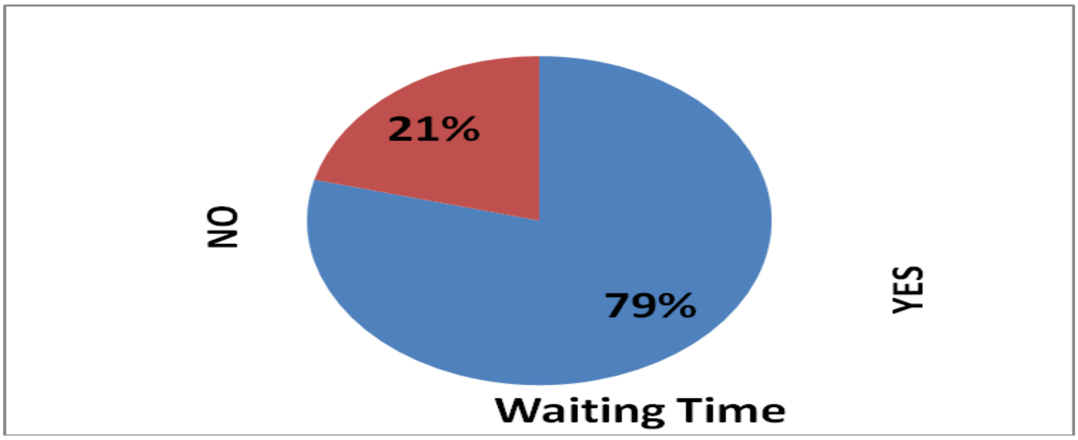
Response	No. of Respondents	Share %)
Yes	62	62%
No	38	38%
Total	100	100%

 ISSN 2322 - 0899

Interpretation: It is clear from the above table and pie chart that 62% respondents agree with the statement that they get discount offer always during their visit than other stores while 38% said they do not get discount offer always.

Table-10: Waiting time at billing section of MORE

Response	No. of Respondents	Share (%)
Yes	79	79%
No	21	21%
Total	100	100%



Interpretation: It can be concluded from the above calculation and pie chart 79% customers always face the problem of waiting for the billing at billing section of MORE and 21% respondents replied they do not face such kind of problem.

Table-11: Satisfaction Level at MORE

Response	No. of Respondents	Share (%)
Very Satisfied	59	59%
Satisfied	21	21%
Not-Satisfied	20	20
Total	100	100%

Interpretation: It is quite clear 59% respondents were very satisfied from MORE services, while 21% were satisfied and 20% respondents were not satisfied with their experience at MORE.

CONCLUSION & SUGGESTIONS

The study was conducted to explore the customer preferences at MORE in Gurgaon. The study found out customers prefer to shop at MORE because they get product quality, variety, service and most importantly products at reasonable price with exciting discount offers. MORE gets its maximum sales from the mid income class group as their frequency of visit is high. MORE still has to improve the working strategies at billing section so that consumers did not have to wait for a long time there. The e-commerce has grown and has disrupted conventional retail strategies; now profit can be measured best in overall customer profitability rather than sales. Now, retailers must think about in store inventory as well as clicks and likes. For a retailer it is not enough to know who their customers are; they must understand the customer's past behavior, current preferences and predict future actions.

REFERENCES

- Bawa, K., and Ghosh, A. (1999). A Model of Household Grocery Shopping Behavior. *Marketing Letters , 10* (2), 149-160.
- Bhatnagar, A., and Ratchford, B. (2004). A model of retail format competition for non-durable goods. *International Journal of Research in Marketing , 21* (1), 39-59.
- Carpenter, M. J., and Moore, M. (2006). Consumer demographics, store attributes, and retail format choice in US grocery market. *International Journal of Retail and Distribution Management , 34* (6), 434-452.
- Dholakia, R. R. (1999). Going shopping: key determinants of shopping behaviors and motivations. *Indian Journal of Retail & Distribution Management , 27* (4), 154-165.
- Ghosh, P. et. al. (2010). Customer expectations of store attributes: A study of organized retail outlets in India. *Journal of Retail & Leisure Property , 9* (1), 75-87.
- "Indian retail: The supermarket's last frontier". The Economist. 3rd December 2011. *HYPERLINK"http://www.economist.com/node/21541017"*
- Mortime, G., and Clarke, P. (2010). Gender Differences and Store Characteristics: A Study of Australian Supermarket Consumers. Retrieved from *http://anzmac2010.org/proceedings/pdf/anzmac10 Final00401.pdf.*
- Tripathi, S., and Sinha, P. K. (2008). Choice of a Retail Store and Retail Store Format: A Hierarchical Logit Model. Retrieved from
- *http://www.iimahd.ernet.in/publications/data/2008-04-03Tripathi.pdf*

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

SERVICE QUALITY IN HEALTH CARE SECTOR IN INDIA: STUDY TO ANALYSIS THE GAPS.

Mishika Bhatnagar[1] and Prof. Bhavna Agarwal[2]
Assistant[1] Professor & Director[2], MIT College of Management, Muradabad

ABSTRACT
Health is not only a basic human right, but it is most desired. Good health is consistently ranked as the number one desire of men and women around the world. It is also a key precondition to economic development. Health is central to well being and a prerequisite for individual and national progress. In addition, health has an intrinsic value in creating the human capital of the country. Health is significant factor in the development of nation, as high levels of population health go hand in hand with national income. Health and socio-economic progress are very much inter-dependent and health has been accepted as one of the welfare component. Human health is not only freedom from diseases but a complete physical, mental and social well being. It is necessary for leading a proper and safe life in order to do various activities. Health is the level of functional or metabolic efficiency of a living being. In humans, it is the general condition of a person's mind and body, usually meaning to be free from illness, injury or pain .The World Health Organization (WHO) defined health in its broader sense in 1946 as ***"a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."*** *It also state health as The human development is a function of three critical dimensions: longevity (the ability to live long and healthy life); education (ability to read, write and acquire knowledge) and command over resources (the ability to enjoy a decent standard of living and have a meaningful life). Being healthy is clearly one of the most important objectives of human beings. Health also includes the ability to lead a socially and economically productive life.*

This paper elaborate the concept of SERVQUAL as an effective approach to measure the quality of provided service and also analyses the gaps between customer expectation and perception of the service organization in context of Hospitals. the paper highlights how management of service improvement can become more logical and integrated with respect to the prioritized service quality dimensions and their affections on increasing and decreasing service quality gaps.
"We must consider health in the broader context of its contribution to social development and expanded the definition of health to include the ability to lead a socially and economically productive life".

Keyword : Service quality gaps, SERVQUAL, Hospitality.

INTRODUCTION

Hospitals

Hospital word, originally means ***"places of hospitality",*** A hospital is a health care institution providing patient treatment by specialized staff and equipment. Hospitals are usually funded by the public sector, by health organizations (for profit or nonprofit), health insurance companies, or charities, including direct charitable donations. According to the directory of hospitals in India, "A hospital is an institution which is operated for the medical, surgical and / or obstetrical care of in patients and which is treated as hospital by the Central / State Government /Local body or licensed by the appropriate authority." Historically, hospitals were often founded and funded by religious orders or charitable individuals and leaders. Today, hospitals are largely staffed by professional physicians, surgeons, and nurses, whereas in the past, this work was usually performed by the founding religious orders or by volunteers. Most of the health problems require intensive medical treatment and personal care which normally are not available at the patients' home or in the clinic of a doctor. The hospital, a major social institution, offers considerable advantage to both patient and society. Hospital is the place where a large number of professionally and technically skilled people apply their knowledge and skill with the help of world class expertise, advanced and sophisticated equipment and appliances. The first and foremost function of a hospital is to give proper care to the sick and injured without any social, economic or racial discrimination. In the past, the hospitals were set up as charity institutions, especially for poor and weaker sections of the society. The only function of those institutions was to care for the sick and poor. Of late, the hospitals are set up with a motto to serve all sections of the society. In addition, some of them are also engaged in conducting and promoting medical education, training and research. The development of health care facilities is influenced not only by the opening of hospitals or health care centers but more so by their administration and management. The rapidly changing health care environment characterized by its high level of complexity, uncertainty and dynamic nature, is faced with increased pressures to improve internal efficiency by cutting cost. Where overcrowded medical and hospital buildings, shortages of medical staff and lack of funds are the reality of today's health care system, it is ultimately the patient who suffers the highest cost. A hospital may be a single building or a number of buildings on a campus. Many hospitals with pre-twentieth-century origins began as one building and evolved into campuses. Some hospitals are affiliated with universities for medical research and the training of medical personnel such as physicians and nurses, often called teaching hospitals. Worldwide, most hospitals are run on a nonprofit basis by governments or charities

THE HEALTH CARE INDUSTRY

The hospital services' market represents one of the most lucrative segments of the Indian healthcare industry. Various factors, such as increasing prevalence of diseases, improving affordability, and rising penetration of health insurance are fuelling the growth in the Indian hospital industry. Several private players are also entering the sector with new plans of establishing hospitals and health centers around the country. On the back of continuously rising demand, the hospital services industry is expected to be worth US$ 81.2 Billion by 2015.

The healthcare industry includes medical care providers, physicians, specialist clinics, nursing homes, hospitals, medical diagnostic centers and pathology laboratories. Healthcare organizations of all sizes face a critical need to manage and integrate clinical, financial and operational information. In terms of revenue and employment, healthcare is one of India's largest service- sector industries. According to our new research report, **"Indian Hospital Services Market Outlook"**, the country needs to cover the cumulative deficit of around 3 Million hospital beds to match up with the global average of 3 beds per 1000 population. Huge private sector investments will significantly contribute to the development of hospital industry, comprising around 80% of the sector industries. According to our new research report, **"Indian Hospital Services Market Outlook"**, the country needs to cover the cumulative deficit of around 3 Million hospital beds to match up with the global average of 3 beds per 1000 population. Huge private sector investments will significantly contribute to the development of hospital industry, comprising around 80% of the total market.

During the 1990s, Indian healthcare grew at a compound annual rate of 16%. Today the total value of the sector is more than $34 billion. This translates to $34 per capita, or roughly 6% of GDP.

Hospital spending growth is estimated to have slowed to 4.3 percent in 2011 (and to have reached$848.9 billion), down from 4.9 percent in 2010, as this sector remained substantially affected by the lingering effects of the recession and slow economic recovery. Hospital spending growth in 2012 and 2013 is expected to remain slow, at 4.2 percent and 4.1 percent, respectively. In 2014, total spending growth is projected to accelerate somewhat to 6.7 percent. As noted earlier.

The Indian healthcare sector constitutes of the following:

1. Medical care providers: physicians, specialist clinics, nursing homes and hospitals;
2. Diagnostic service centers and pathology laboratories;
3. Medical equipment manufacturers;
4. Contract research organizations (CRO's), pharmaceutical manufacturers;
5. Third party support service providers (catering, laundry).

Hospitals serve an important function in India's healthcare system. They provide in-patient and out-patient services and also support the training of health workers and research. Indian hospitals can be broadly classified as public hospitals and private hospitals. The public healthcare system consists of healthcare facilities run by the central and state government which provide services free of cost or at subsidized rates to low income group in rural and urban areas. Healthcare spending in India accounts for over 5 per cent of the country's GDP. Out of this, the public spending in percentage is around 1 per cent of GDP. The presence of public health care is not only weak but also under-utilized and inefficient. Meanwhile, private sector is quite dominant in the healthcare sector.

The private health care system consist of around 80 percent of total spending on healthcare in India comes from the private sector. Inadequate public investment in health infrastructure has given an opportunity to private hospitals to capture a larger share of the market. In addition the demand for hospital services has been increasing due to the rise in lifestyle related diseases. The health care industry in India is growing at a promising rate .The growth rate of health care sector in 2013 was increase approx.6.7% ,health as "not merely the absence of disease or infirmity but rather a state of complete physical, mental and social well being".

SERVICE QUALITY

Introduction

In the words of Kotler, Armstrong, Saunders and Wong ***" A service is any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything."*** Service is a patch up activity to fulfill some one's need in the market. Service is some thing, which can be experienced but cannot be touched or seen. Services offered by service providers cannot be seen & touched, as they are intangible activities. Service user can specify about that particular service satisfaction only after availing it for some period of time.

According to C. Bhattachargee ***"Services are the production of essentially intangible benefits and experience, either alone or as part of a tangible product through some form of exchange, with the intention of satisfying the needs, wants and desires of the consumers."*** Service Quality is a comparison of expectation with performance. Quality is the keyword for survival of organization in the global economy. In today's competitive environment delivering high quality service is the key for a sustainable competitive advantage. Service quality is an approach to manage business processes in order to ensure full satisfaction of the customer which will help to increase competitive and effectiveness of the industry. Quality in service is very important especially for the growth and development of service sector business enterprises. It works as an antecedent of customer satisfaction. Health care service firm like other organizations are realizing the significance of customer-centered philosophies and are turning to quality management approaches to help managing their businesses. Parasuraman, et al (1988) developed SERVQUAL, it is an optimum measuring device that can be modified to accomplish predicting customer perceptions against expectations and the casting of those perceptions and expectations against the service providers' perceptions of what it will require to satisfy the customers' service needs.

OBJECTIVES OF THE STUDY

This research is mainly the comparative study to find out the service quality and customer satisfaction gap in Public and Private hospitals in NCR.The objectives derived from conducting this research are as follows:

1. To analyze the measurement of Service Quality with respect to the selected public & private hospitals.
2. To measure the Service Quality in selected public & private hospitals and find out the reasons for gaps.
3. To ascertain the satisfaction levels of patients in selected public & private hospitals
4. To do a comparative analysis of comparative service quality parameters of public and private hospitals.

RESEARCH METHODOLOGY

STATEMENT OF RESEARCH PROBLEM

The statement problem of the project is to study the relative performance of service quality in Public and Private Hospitals. The study would be done from the consumer's point of view. It would give an indication about the preference of the consumers and the factors that affect service quality in the Hospitals. There are a large number of Hospitals across NCR. The research work would be done on the 8 Hospital (Public &Private) across NCR and will give an idea to the management, about what are the various factors that they consider while making further policies so as to meet the expectations of the consumers regarding the service quality in the Hospitals. So the project aims at studying some of the important factors of the Public and Private Hospital, to know the consumer perceptions and expectation about the service quality in these Hospitals.

RESEARCH DESIGN:

The study is exploratory in nature and it aims at explaining how far the marketing useful in the present situation to the hospital.

SAMPLING DESIGN:

Sample Technique:

Survey technique would be use to collect the data to find out the components of Research:

ISSN 2322 - 0899

The sampling procedure use multistage random stratified sampling technique .First hospitals of NCR (public & private)was made ,there were 34 in number .Random sampling is applied to select four private and public hospitals in NCR.Therefore getting the response's from the custodian of the patients, systematic random sampling used. Every third custodian would be given questionnaire.

Selection of Hospitals

When it comes to select the hospitals to study in the geographical area of NCR Region, in the country of India, the list of hospitals is not only vast but also demanded a careful choice. There are as below:-

Private hospital
Public hospital

SERVICE QUALITY GAPS

The gap model of service was first developed by Parasuraman, Zeithaml and Berry, at Texas A&m and North Carolina Universities ,in 1985.Based on exploratory studies of service such as executive interview and focus groups in four different service quality indicating that consumers' perception toward a service quality depends on the four daps existing in organization-consumer environments.

Gap-1: Customers' expectations versus management perceptions

This gap arises because of not knowing what customers expect, as a result of the lack of a marketing research orientation, inadequate upward communication and too many layers of management.

Gap-2: Management perceptions versus service specifications

This gap arises because of selection of the wrong service quality standards, as a result of inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardization and an absence of goal setting.

Gap-3: Service specification versus service delivery

This gap arises because of the service performance gap, as a result of role ambiguity and conflict ,poor employee- job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.

Gap-4: Service delivery versus external communication:

This gap arises when promises made do not match actual delivery, as a result of inadequate horizontal communications and propensity to over-promise.

Gap-5:This discrepancy between customer expectation and their perception of the service delivered

As a result of the influences exerted from the customer side and the shortfalls on the part of the service provider. In this case, customer expectation is influenced by the extent of personal needs, word of mouth recommendation and past service experiences.

The magnitude and the direction of each gap will affect the service quality. For instance Gap-3 will de the favorable if the delivery of a service exceeds the standards of service required by the organization and it will be unfavorable when the specifications of the service delivered are not met.

APPLICATION OF THE GAP MODEL

T he model clearly determines the two different types in service marketing namely the customer gap and the provider gap. The latter is considered as internal gaps with in a service firm. This model really views the service as a structured, integrated model which connect external customers to internal service between the different functions in a service organization. Important applications of the model are as follows:

1-The gaps model of service quality gives insights and proposition regarding customers'perseption of service.

2- Customer always use 10 dimensions to from the expectations and perception of service quality.

3- The model help predict, generate and identify key factors that cause the gap to be unfavorable to the service firm in meeting customer expectations.

The model provides a conceptual framework for academic and business researchers to study the service quality in marketing.

SERVICE QUALITY IN HEALTH CARE SECTOR

Service in hospitals means something different from quality. It is the hospitals do a lot of things to make the experience of the patient good one. That can range from how the hospital staff communicate with the patients and its custodian, to how quickly we respond to your concerns, to the kinds of amenities you find in your room. "Quality" in patient care means something very specific: it refers to clinical outcomes. The entire gambit of business performance in the last decade has faced a paradigm shift, with quality consistently being considered as one of management's top-most competitive priorities and prerequisite for sustenance and growth. Quality is proposed as the most potent tool for enhanced business performance. In today's world of fierce competition, rendering quality service is a key for subsistence and success in any organization, more so in a service organization like health care sector. In this background, the current research work aspires to compare the effectiveness of service quality parameters of selected private & public hospitals in NCR. Consumer satisfaction appears to be a major device in order to take critical decisions in the health care services .Therefore, service providers, as a matter of fact, take the satisfaction of customers into account as a main goal .There are many studies on measuring service quality in the health care sector that use satisfaction of consumers. Service quality studies are mainly based on the satisfaction of patients or their judgment about service quality Most of the service sectors consider that works quality only .For a hospital customers are patients. For any customer service quality is the function of perceptions, expectations and performance. Early writing on the topic of service quality, defines service quality as a comparison of what patients feel a hospital as a service provider should offer (i.e. their expectations) with how the hospital as provider actually performs and service quality is a measure of how well the service level delivered matches patients expectations. Delivering quality service means conforming to patients' expectations on a consistent basis .Service Quality as perceived by patients is defined as the degree and directions of discrepancy between patients' service perceptions and expectations. It is also defined as difference between:

- Technical quality means what is delivered in the form of treatment
- Functional quality means how it is delivered
- Process quality means judged during the treatment of process
- Output quality means judged after the treatment

Importance of service Quality, direct relationship between service quality and profitability, helps in defensive and offensive marketing i.e. patient repeat dependability and increase of assurance on the specific hospital is done, striking a balance between patients' perception and expectations, increasing visits on to the specific hospital, free promotion through word of mouth. Some of the problems are communication gap, service proliferation and complexity, improper selection and training of services taff like doctors, paramedical staff, nurses etc, short run view of the business. If a hospital gives a quality treatment service, they can survive and run over any kind of crunch situation. The concept of liberalization and globalization opened the market to intense competition throughout the world.

MODEL FOR SERVICE QUALITY IMPLIMENTATION IN HEALTH CARE SECTOR IN INDIA

Quality management has become an important issue in Indian hospitals in the last decade. The health care market itself is changing from a seller –orientation to a buyer oriented market. As a consequence, the patient is becoming a customer. Much interest was paid by hospital management to professional quality.

The Health sector must answer these following questions with positive answer of most of these questions which will indicate high level of service quality and if otherwise take place then the management of hospital must try to make these factors positive for gaining high degree of service quality and subsequently high level of customer satisfaction.

FACTOR 1: Tangibility

1. The hospital has up to date equipment and technology.
2. The hospital's physical facilities are visually appealing.
3. The hospital has up-to-date care facilities
4. Availability of lob and pharmacy facilities within the hospital.
5. The hospital's Bathrooms are very clean.

6. The hospital’s Rooms are clean
7. The hospital’s Rooms are quiet
8. The hospital has Healthy environment.
9. Hygienic conditions at hospital are good
10. The waiting area for medical examination, medical examination room, waiting area for payment, and toilets are clean.
11. The procedure of the lab test at the hospital is convenient.
12. The lab test’s results are done in a prompt and accurate way.
13. It is easy to use the amenities in the hospital.
14. Doctor and staff are neat in appearance.
15. Doctor and staff are professional and competent.
16. Doctor possess wide spectrum of knowledge
17. The hospital has system of error free and fast retrieval of documents.
18. The hospital’s location is accessible.
19. The hospital’s Meals are attractive
20. The hospital’s food has right temperature
21. The hospital’s nurses respect privacy.
22. The hospital’s Parking is convenient

FACTOR 2: Assurance

23. Doctor’s expertise and skills
24. Through investigation of the patient.
25. Doctor almost make right diagnoses.
26. Doctor go for expert opinion in critical cases
27. Accuracy in hospital’s lab reports.
28. Doctors and staff are courteous and friendly.
29. Food is delivered by a certain time.
30. Hospital gives special attention to emergency patients.
31. Staff of hospital promises to do something by a certain time.
32. They should keep patients’ records accurately.
33. Hospital charges are accurate
34. Doctor possess wide spectrum of knowledge.
35. Patients are treated with dignity and respect.
36. Patients are explained their medical condition thoroughly.

FACTOR-3 Responsiveness

37. Doctor/staff efficiently respond to the patients
38. Doctor/staff are willing to help the patients
39. The hospital staff tells their customer exactly when services will be performed.
40. The doctor adequately explains patient’s condition, examination results and treatment process.
41. The doctor allow patient and their care takers to ask many question to clarify everything.
42. Nursing staff thoroughly explain the medication process to patient and their care takers.
43. Nursing staff tries to help patients as much as they can.
44. Nursing staff sincerely cared for me.
45. Patients who will be discharged get prompt service from employees of the hospital for the discharging operations.
46. Hospital provides prompt service to patients from nurses when the patient need to them.
47. Hospital provides prompt service from employees of the hospital to patients who come to hospital for the admission operation.
48. Employees of the hospital are willing to help their patients.

49. Employees of the hospital address customer ‘questions appropriately about the discharging process.
50. Employees of the hospital address customer ‘questions appropriately about any procedure.
51. The doctor at the hospital explains the treatment to the patient very clearly
52. The doctor at the hospital explains discharge of the patient to the patients’ family.

FACTOR-4 Reliability

53. Patients feel safe that hospital nurses are knowledgeable.
54. Patients and their caretakers trust nurses of the hospital.
55. Patients are positive that they will recover well before they are discharged.
56. Patients trust billing as well as system o billing of the hospital
57. Patients feel safe in their transactions with hospital’s employees.

FACTOR-5 Empathy

58. Doctors at the hospital have genuine concern about patients.
59. Doctors at the hospital care their patients.
60. Hospital’s staff and nurses care the patient.
61. Hospital put their best efforts to provide comfort to patients.
62. Doctor and staff understand the specific needs of patients and give them their personal attention.
63. Doctor and staff have patients ‘interests at heart.
64. Feedback is obtained from patients admitted in the hospital.
65. Service at the hospital are available round the clock.

CONCLUSION

This study investigated whether there is a difference in the TQS in both private and public hospital. These hospital attempts to improve their service gaps between the customer expectations service and customer perceived service. However public hospital , like many public institutions, suffer from low productivity and low service quality, while the Private hospitals make use of the available opportunity.

REFERENCES

- Meenashi Gautham, Erika Binnendik, Ruth Koren, David M. Dror, *“First we go to the small doctor”:First contact for curative health care sought by rural communities in Andhra Pradesh & Orissa, India,* Indian Journal Medical Research 2011; 134(5): 627 -38.
- Titaley CR, Hunter CL, Dibley MJ, Heywood P, *why do some women still prefer traditional birth attendants and home delivery?: a qualitative study on delivery care services in west Java Province, Indonesia*, BMC Child Pregnancy and Child birth, 2010; 10: 43.
- Manju Rani, Sekhar Bonu, Steve Harvey, *Differentials in the quality of antenatal care in India,* International Journal for Quality in Health Care 2008; 20(1): 62 –71.
- Duggal R, *Health care utilization in India,* Health for the Millions, 1994; 2(1): 10-2
- Krishna Dipankar Rao, David H Peters and Karen Bandeed-Roche, *Towards Patient-centered health services in India a scale to measure patient perceptions of quality,* International Journal for Quality in Health Care 2006; 18(6): 414-21.
- Upali W. Jayasinghe, Judy Proudfoot, Chris Holton, Gawaine Powell Davies, Cheryl Amoroso, Tanya Burbner, *Chronically ill Australians’ Satisfaction with accessibility and Patient centeredness,* International Journal for Quality in Health Care, 2008; 20(2): 105–14.
- Orna Baron-Epel, Marina Dushenat, Nurit Friedman, *Evaluation of the consumer model: relationship between patients’ expectations, perceptions and satisfaction with care*, International Journal for Quality Health Care 2001; 13: 317-23.

- Rahmqvisti M, Ana-Claudia Bara, *Patient characteristics and quality dimensions related to patient satisfaction,* International Journal for Quality in Health Care 2010; 22 (2): 86–92.
- T.J. Brown, G.A. Churchill and Jr., J.P. Peter, (1993), *Improving the measurement of service quality*. Journal of Retailing 69 1, pp. 127–139
- Cronin, J. Joseph and Steven A. Taylor (1992), "*Measuring ServiceQuality: A Reexamination and Extension,*" Journal of Marketing, 56 (July), 55-68.
- Berry, Leonard L., and Terry Clark (1991), "*Four Ways to Make Services More Tangible,*" Business, (October-December), 53-54.
- Zeithaml, Valarie A., et al., (1988), Op. Cit., 35-48.
- Arun kumar.G,Service Quality At Hospital – A Study Of Apollo Hospital InMysore,IOSR Journal of Business and Management (IOSRJBM) 1 (Sep,-Oct. 2009)
- Nazlee Siddiqui,Comparison of Services of Public, Private and Foreign Hospitals from the Perspective of Bangladeshi Patients, J Health Popul Nutr. 2007 June; 25(2)

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

RURAL ENTERPRISES AND THE PARADOX OF DEVELOPMENT IN KENYA: FOCUS ON MUMIAS SUGAR COMPANY

Susan Wasike[1] and Prof. Maurice N. Amutabi[2]
Assistant Lecturer[1] & Ag. Director[2], The Catholic University of Eastern Africa (CUEA), Nairobi, Kenya

This paper seeks to examine the dynamics of rural enterprises in Kenya, which are regarded as a solution to Kenya's rural to urban migration, focussing on Mumias Sugar Company. Government planners in Kenya have always been promoting rural development in order to stop the tide of rural to urban migration that has been on rapid rise in the past three decades. Development plans in Kenya have always emphasised the need for rural enterprises. Many investors have taken advantage of government's tax incentives and tax holidays to take advantage of this by investing massively in rural areas. Sugar firms have been on the cutting edge of this investment in rural areas. The company today employs 5,000 workers directly and over 20,000 depend on it indirectly. Using secondary sources and interviews, the paper will examine the advantages and disadvantages of establishing such enterprises. The presence of Mumias Sugar Company has transformed the area significantly. There has been electrification and improvement of roads used by tractors and trucks transporting sugarcane. Mumias Sugar Company is often showcased as a success story. There are people who think that the focus on pushing factories and development projects is not a healthy one for Kenya, because useful land is being turned into factory use as well as creating too many urban enclaves in the country. Mumias town is today the second largest urban area in Kakamega County largely because of the activities revolving around the factory. This paper seeks to examine the pros and cons of the factory in Kakamega County.

BACKGROUND

In 1967, the Government of Kenya commissioned Booker Agriculture and Technical Services to do a feasibility study on the viability of growing sugarcane in Mumias and then initiate a pilot project in Mumias District, Western Province.

At the time, the Mumias area was underdeveloped, land utilization was poor as farmers grew food crops on small scale for subsistence only, while the rest of the land was purely for grazing. The relative remoteness of the area and poor communication could not allow the development of an active market economy. However, owing to the fact that land adjudication had been carried out and farmers had freehold title to their land, this favoured the proposed sugarcane project of which studies had returned a clean bill of health. It was possible to establish a viable sugar scheme at Mumias with the Factory supplied by cane from both the Nucleus Estate and the indigenous Outgrower farmers.

Factory Development

Mumisa Sugar Factory was constructed in 1972. The original factory, rated milling capacity of 80 tons of cane per hour (tch) which translated to 45,000 tons of sugar per year. The first bag of sugar rolled from the conveyor line on July 1, 1973. The Factory had provision for expansion of its crushing capacity to 125 tch (75,000 tons of sugar per year). It was originally intended to implement this expansion during the 1978/79 financial year but owing to the Company's good performance, the Government brought forward the expansion program to 1975/76. Milling at 125 tch rate began in July, 1976.

Improved Factory performance encouraged the Government to consider further Factory expansion to between 170 tch and 300 tch. Following a decision to expand it to 300 tch, there was need to construct a new Factory to meet the new demand. The new Factory construction was completed in early 1985 giving Mumias a potential capacity of 210,000 tons of sugar per year. The construction was financed mainly by loans from the Commonwealth Development Corporation amounting to 3.25 million sterling pounds and a further 19,720,000 million sterling pounds from the National Westminster Bank Limited.

The new Factory design capacity was reached and surpassed for the first time in 1986/87. From then on, production stabilized at between 210,000 and 220,000 tons of cane per year. Production increased

 ISSN 2322 - 0899

every year, save for a brief interruption in 1982 when low cane yields affected cane supply until 1986/87 when the situation improved. During the first year of sugar production in 1973, Mumias produced a total 20,891 tons from 194,217 tons of mill cane.
Its primary source of sugarcane is over 50,000 registered "out growers" with over 400 km² under cultivation. It has also piloted the production of a hybrid high-yielding palm oil variety. It also sells power.

The company provides 60% of Kenya's sugar through appointed distributors countrywide and is the largest sugar processor in Kenya.

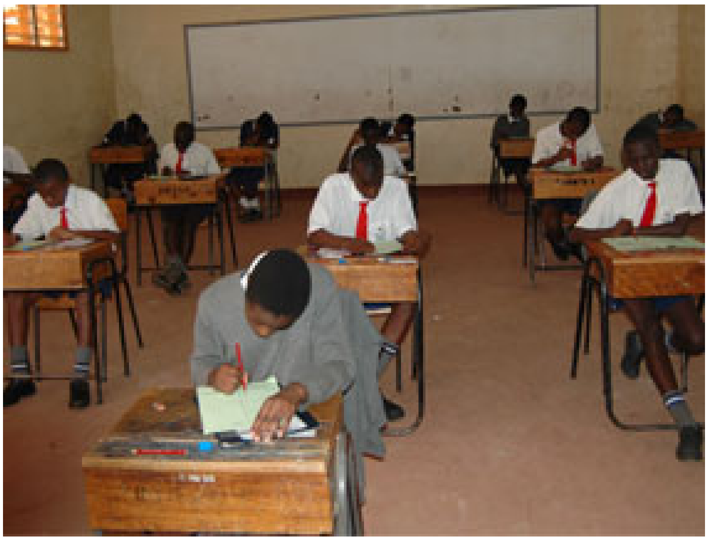
THE MAJOR OBJECTIVES OF ESTABLISHING MUMIAS SUGAR COMPANY WERE TO:

- Provide a source of cash income for farmers
- Create job opportunities since there was no major industrial undertaking in the area at the time
- Curb rural-urban migration
- Reduce overdependence on importation and aim for self-sufficiency in sugar production
- The Company was also expected to operate on a commercial basis and make profits.

The above stated objectivesimply that, Mumias Sugar Company was established to assist develop Western Kenya Region. The big question is, has Mumias Sugar company achieved its objectives, or is it a **Paradox.**

Achievements in Western Region.

Education



There is an elaborate Company School Assistance Programme with an annual budget of KShs 100 million to support three estate schools i.e. Booker Academy, Mumias Sugar Central and Complex Primary Schools and other needy educational institutions within the Mumias Sugar Zone.

Mumias Sugar Company has a Bursary scheme that benefits 20 top KCPE candidates every year. Of the 20 beneficiaries, ten must be children of company employees and the other ten, children of farmers contracted to Mumias Sugar Company. The students are awarded a full four-year bursary to pursue secondary education.

Environment Improvement

Mumias is also involved in environmental conservation activities. Every year' the Company

 ISSN 2322 - 0899

distributes nearly six million tree seedlings to local cane farmers, women and youth groups, schools, churches, mosques and other public institutions for planting.

Mumias Sugar Company is a corporate partner of the World Wide Fund for Nature (WWF) and part of its conservation effort is to join other partners in conserving the Mau Forest. The Company is piloting the Nzoia River Basin Management Initiative aimed at conserving Nzoia River which is the lifeline of the local. In Environment the company has in collaboration with the local Community based organizations endeavored to educate the locals of the importance of environment conservation. It also has a fully developed tree nursery which is the main source of seedlings for tree planting in the region the nursery develops mainly indigenous trees which are known for their value to our environs.

Roads and infrastructure

Towards this goal, the company maintains 4,800 kms of the road network within the Mumias.
Sugar Zone at an average cost of KShs100 million with another Kshs.30 million towards the maintenance of bridges. Mumias Sugar has recently constructed the Matawa Bridge across River Nzoia which connects Matawa Village in Mumias and Indangalasia Village in Matungu at a cost of Kshs.90 million. The bridge will help cut down transport costs by nearly 40 Kms for farmers who bring in their cane from certain parts of Busia and Siaya Districts. Construction of three other bridges namely Walatsi, Sio and Namisi was completed at a total cost of Kshs.86.2 million.

Medical Facilities

The company provides medical care for all its employees and eligible dependants. The Health facility is run by doctors, Clinical officers and other support staff.

The facility houses:

- Maternal Child Health (MCH) and Family Planning Clinic (FP)
- Voluntary Counseling and Testing Centre (VCT)
- Medical Laboratory
- Pharmacy

Medical Camps-This has become a nom in the sugar zone with MSC sponsoring medical camps with emphasis to a particular health issue. The beneficiaries are provided with extensive medical services

 ISSN 2322 - 0899

even surgery to help heal some of the chronic problems. The Camps are done in collaboration with professional medical practitioners.

Sports Complex

The Sports Complex is a social amenity provided for use by company employees, their dependants and the general public.The facility houses :

- Football stadium
- Basketball and tennis courts
- Volleyball and netball fields
- Bar and restaurant
- Library
- Offices
- Conference and auditorium

The Company also promotes sports in the region. The sports initiatives are sponsored as a way of nurturing local and youth talent and ensure that the local youths are kept busy and productive.

The lives of the locals have drastically improved, literacy levels have gone high through provision of education; health standards have improved due to access to medical facilities that the company has put. Mumias sugar Company has improved the income of the locals and as a multiplier effect, locals have constructed permanent/semi permanent houses. The majority of casual work is done by the locals. The sugar company also supplies purified water and electricity of which the locals benefit.

CHALLENGES FACING MUMIAS SUGAR COMPANY

Environment Pollution

Mumias Sugar Company's affluent is emptied in RiverNzoia. The River is the main source of water for industrial and agricultural establishments within Nzoia basin. As the River flows down to Lake Victoria, it traverses three fundamental zones namely; upper, middle, and lower catchment. These zones have varied activities both human and economic, from which the surrounding populations earn a living. Each zone impacts differentlyon the catchment in terms of water quality. The upper catchment which covers Marakwet District, and Trans-Nzoia District amongst, is mainly dominated by agricultural activities.Pollution threats in this region are agrochemical based. Middle catchment harbours major urban centres such as Eldoret, Kapsabet, Webuye, Bungoma, Kitale, Mumias, and Kakamega.

Around these town municipalities, the river receives effluents from the factories in the area which degrades water quality(Achoka, 1998).

Cane 'poachers'

 ISSN 2322 - 0899

According to the company's annual report for the year ending June 2012, cane "poaching" had risen significantly, leading to a decline in sugar production and missed targets at its co-generation plant.

It attributed poaching to newly licensed millers that do not have established cane out growers. Poor yields and fires in cane fields worsened the problem.

Managing director of the Mumias Sugar Companymentioned that the above factors resulted in a drop in sugar production to 174,005 tonnes between July 2011 and June 2012, compared with 235,812 tonnes over the same period the previous year.

A rise in the number of sugar millers in Kenya is threatening Mumias Sugar's two main businesses — sugar production and its co-generation plant — due to competition for raw materials.

Mumias, the country's only listed sugar miller, received 1.917 million tonnes of cane, which was lower than what the company was expecting.

The Kenya Sugar Board has licensed 11 millers, seven of which are private. They include Nzoia, Sony, Muhoroni and Chemelil Sugar companies, which are all parastatals. The private millers include Kibos& Allied, Soin and West Kenya Sugar.

Sugar millers have had to devise strategies to stop cane poachers who pay cash for the product, including increasing the amount they pay farmers.

They have also resorted to entering into exclusive contracts with some farmers and providing them with inputs in order to protect their crop.
However, it is still common for authorities to be called in to resolve differences.

|The rivalry betweenMumias Sugar and West Kenya was so intense that they had to settle their differences in court in the past.

"Increased competition between the two firms was because the latter was paying farmers more," said MrKirior.

The Farmer

Farmers have a contract with the Sugar Company in that farmers provide land, weeding and harvesting while the company provides fertilizer and seedling and transport. The company then will recover their costs of fertilizer , seedling and transport when paying the farmer. The farmers feel that the company makes deductions that are not accounted for and at the end of the day, the farmer is left feeling

 ISSN 2322 - 0899

dissatisfied, and at the same time, the payment to the farmer is not prompt. It takes quite a long while before farmers are paid. To some farmers, especially first time planting, after the company has deducted their input, there are situations where the farmers account could read negative. This means that the farmer's land was used for free by Mumias Sugar. On that note, the farmers prefer handling the costs of all inputs and sell their sugar case to the competing firm, West Kenya because this particular firm pays promptly and their buying price is good, according to the farmers. The farmers claim that at times the cost of cultivating sugarcane supersedes the revenue gained from it leaving farmers very frustrated. This partly causes the problem of Mumias Sugar Company cane to crush.

Employees and Shareholders

From the interview conducted, a concern was raised by the locals that despite the positives Mumias Sugar Company has done for the locals, they still feel that locals should also participate in the senior management and own shares at the factory. They claim that Mumias Sugar despite being in the Western Region, the major shareholders and employees in Senior Management are from other regions of the country. This fact makes farmers to loose confidence in the Company thus opting to sell their cane to West Kenya Sugar Factory.

RECOMMENDATIONS

- Mumias Sugar Company should pay farmers promptly.
- They should do away with middle men.
- Cut down "red-tape"
- State every deduction on the contract to make it clear so that when farmers are agreeing into it, they know exactly what it is in there for them.
- Involve more locals in shareholding and Senior Management to gain confidence of the farmers.
- There should be no situation where the farmers statement shows negative even if he is a first time planter of sugarcane. The company should at least compensate the farmer for the use of land. If the farmers statement comes to negative, that means that the miller used the farmers land for free.

These issues have been going on over the years, save for the competition that enabled farmers to have an alternative market.Initially the farmers did not have an alternative market for their produce and therefore Mumias Sugar used their monopolistic status to suppress the farmers.

REFERENCES

- Achoka, D.J. (1998).Levels of the physico-chemical parameters in the liquid effluentsfrom Pan paper mills at Webuye and in river Nzoia. Doctoral thesis at SES Moi University Eldoret, Kenya.
- Keya, N., Ang'edu, E. C., Omuterema, O.S., and Obondo, O.B. (2006).
- Evaluation of environmental pollution caused bythe sugar industry in western Kenya and mitigation options.Western University College of Science and Technology. Unpublished
- www.mumias –sugar .com. Retrieved on 20th March 2013.
- Interviews with the Local Farmers through a Questionnaire.

.

IMPACT OF THE MAHATMA GANDHI NATIONAL RURAL EMPLOYMENT GUARANTEE ACT (MGNREGA) ON RURAL POVERTY ALLEVIATION

Yashika Gupta
Research Scholar, Department of Economics, A. M. U., Aligarh, U. P.

ABSTRACT

Reducing poverty and generating employment has been an important goal of development policy since the initiation of planning in India. The importance of various anti-poverty, employment generation and basic service programmes have been recognised by the Government of India since long. Implications of economic policies initiated and pursued by the Government for the creation of gainful employment generation. During the Plan Period many programmes and policies of employment generation have been adopted and implemented. These poverty alleviation programmes and policies seem to work good in short term period but in long term these programmes fail to perform well. The year 2006 is a landmark in the history of enacting legislation for guaranteeing employment to the unemployed in rural areas of India. NREGA (renamed as MGNREGA on 02/10/2009) was introduced at that time with the provision of 100 days guaranteed employment in a year to a rural family seeking employment. MGNREGA raised a lot of hope to the rural poor ensuring a good change in the socio-economic dimensions. The study in this paper tries to analyse the impact of MGNREGA in generating social security by providing employment in rural areas of India. For analysis we have used regression tools to see the effectiveness and performance of the programme on employment generation. Regression analysis outcome has revealed that the funds utilised in the programme affect the employment generation.

Keywords: *Employment, MGNREGA, Poor, Poverty Alleviation, Rural Development.*

INTRODUCTION

Poverty is a multi-dimensional concept which can be captured by different socio-economic indicators. Poverty is defined as the inability to attain a minimum level of well-being which is the most fundamental economic and social problem facing humanity. So, it becomes necessary to reduce and ultimately eradicate the problem of poverty for bringing in the actual development. In broader sense, to understand poverty there should be some macro perspective rather micro perspective. One of the most leading developing countries of Third World Nations, i.e., India, still struggles with poverty. A huge body of literature has grown over the past decades on poverty and its alleviation. Laster, R. Brown (1972) in his book *'World without Borders'* explains poverty as: *"Unfortunately, it is not an abstraction, it is a human condition. It is despair, grief and pain. It is the despair of the father with a family of seven children in a poor country when he joins the swelling ranks of unemployed with no prospects of unemployment compensation. Poverty is the longing of a young boy playing outside a village school but unable to enter because his parents' lack a few rupees needed to buy text. Poverty is the grief of parents watching a three year old child die of a routine childhood disease because they cannot afford any medical case."*[1] Adam Smith (1776) stated that no society can surely be flourishing and happy, of which by far the greater part of the numbers are poor and miserable. Palmer and Sen (2001) stated that poverty sometimes referred as a myth. Poverty in other terms can be addressed as state symbol in Less Developed Nations. Poverty is hunger, lack of shelter, being sick and not being able to see a doctor; it is not being able to go to school and not knowing how to read and write. The poorer not having any job and terror for future. They lack power and freedom. This is due to socio-economic inequalities and lack of job opportunities.

DATABASE, RESEARCH OBJECTIVES AND METHODOLOGY

The present study is focused on the following objectives:

- To study the impact of Poverty Alleviation Programme on Poverty and Employment.
- To evaluate the performance of MGNREGA.
- To analyse the impact of MGNREGA on poverty.

[1]http://www.preservearticles.com/201104115290/essay-on-poverty.html

The data has been collected from secondary sources available from various publications of the Government of India, the Planning Commission and other sources. The sources of the data are published and unpublished sources like books, journals, reports, publications, unpublished doctoral dissertation and concerned web sites etc.

We assume our hypothesis that MGNREGA has significant impact on employment generation. Here we assume our null hypothesis (H_0) is equal to 0, i.e. there is no effect of funds utilisation on employment generation and the alternative hypothesis (H_0) is not equal to 0, i.e. there is effect of fund utilisation on employment generation. A quantitative analysis has been used in the study. For analysis we have used regression tools to see the effectiveness and performance of the programme on employment generation. We tried to relate the employment generation to funds utilised on the programme using a linear regression model. The linear regression model for evaluation of our study is **Y = a + bX + ei**, where **X** is the Funds Utilised (independent variable) and **Y** is the Employment Generation (dependent variable).The slope of the line is b (beta), and a (alpha constant) is the intercept (the value of y when x = 0), ei is the residual 'unexplained' variation in the dependent variable.

POVERTY ALLEVIATION AND EMPLOYMENT GENERATION

Poverty alleviation and employment generation have always been the two key objectives in the development strategy of India. Alleviation of poverty through generation of opportunities for employment has been one of the concerns of our policy makers since the commencement of planning. From the early 1970s onwards, there has been greater state intervention in the alleviation of poverty, through beneficiary-oriented programmes and area development programmes.

On the basis of National Sample Survey (NSS) data it has been revealed that, the number of unemployed persons has increased from 21.76 million in 1983 to 20.13 million in 1993-94 to 26.58 million in 1999-2000. During 1972-73 the NSS data indicated a very high incidence of poverty (54 percent rural and 41 percent urban) along with very high rate of unemployment. The entire approach of the 5th Five Year Plan (1974-79) towards poverty and unemployment changed with primary emphasis on growth of the employment-intensive sectors. The 7thFive-Year Plan (1985–1990) and the 9thFive-Year Plan (1997–2002) clearly identified productive employment generation as a major objective, but the overall policy approach to job creation continued to see it as a largely residual effect of growth. A number of special employment generation and poverty alleviation programmes had also been launched during the 5th plan in order to supplement the strategy of economic growth.

The existing major programmes for poverty alleviation and employment generation could be classified into the following broad categories:

a) Public Distribution System (PDS) and nutrition programmes.
b) Self-employment programmes.
c) Wage-employment programmes.
d) Social security programmes.

Many studies state that poverty in India is predominantly a rural phenomenon. As far as rural India is concerned, the basic problems faced by the people are poverty and unemployment. The Government of India has introduced various types of employment generation schemes to raise the income levels of the daily wage earners and the other poor section of the society. Particularly, the employment opportunity available in rural area is in agriculture (the main occupation of the rural masses) which is not of a permanent nature and hence lacks uniformity. This deficiency of permanence and uniformity is attributable to seasonal pattern of agricultural operations which even today is largely dependent on the hopes of monsoon. Thus, the seasonality in the flow of income of wage earners, small and marginal farmers makes their earnings inadequate. It makes the sustenance of their nutritional and other requirements difficult throughout the year and this could raise the problem of unemployment and underemployment. Poverty is somehow related with underemployment than with unemployment. Approximately two-thirds of the workforce in India is still engaged in agriculture and related activities which have a low productivity.

 ISSN 2322 - 0899

To address these problems, the Government of India has been formulating and implementing a large number of wage-employment and self-employment generation programmes for the rural poor. The major rural employment generation schemes are as follows:

a) *Swarna Jayanti Gram Swarojgar Yojana (SGSY)*: A self-employment programme for rural areas through promotion of micro enterprises.
b) *Sampoorna Grameen Rozgar Yojana (SGRY):* A wage-employment scheme for rural areas with the provision of meeting a part of wage payment in food grains and thus ensuring the food security of the rural poor.
c) *Jawahar Gram Samridhi Yojana (JGSY):* A wage-employment scheme dedicated to the creation of demand driven community village infrastructures, including durable assets at the village level and assets to enable the rural poor to increase their opportunities for sustained employment.
d) *National Food for Work Programme (NFFW):* A wage-employment programme, being implemented presently in 200 backward districts of the country. This programme provides 100 days of work guarantee to every household[2] whose members volunteer to do unskilled manual works.
e) *Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)*: A wage employment programme to provide 100 days of guaranteed wage employment in a financial year to every rural household whose adult members volunteer to do unskilled manual work.

These poverty alleviation programmes are essential for providing supplementary employment to the poor and underemployed. To create self-sustaining employment, however, it is necessary to increase employment opportunities in the growth process itself. This would imply both in increase in the number of jobs and improvement in productivity of those engaged in work. The Five Year Plans in India emphasised the need to accelerate the generation of employment opportunities in order to reduce poverty to a remarkable level but the rate of growth of employment has been lower than targeted. Given that the population is rising faster than the growth of employment, the proportion of unemployed is also on the increase.

In spite of various employment generation programmes, the incidence of poverty has gone up, which indicates the lack of planning and distribution. The planning system in India has almost always emphasised more on growth than on employment generation and distribution. Growth with social justice should be the basic concern of these developmental efforts in order to facilitate the poor, therefore, the formulation and implementation of target oriented poverty alleviation programmes is needed. The significance and utility of various poverty alleviation and employment generation programmes, in terms of their design, objectives, operational strategy and achievements should be examined. A broad review of all existing poverty alleviation programmes is needed, so that the shortcoming in the formulation and implementation of the programmes are identified and suitable remedial measures taken to make the programmes more effective.

The concentrations of our study for analysis purpose are on one of the major wage employment programme i.e. MGNREGA to observe the impact of the programme on the rural areas employment generation. The discussion and results are as follows:

MAHATMA GANDHI NATIONAL RURAL EMPLOYMENT GUARANTEE ACT (MGNREGA): A BACKGROUND

There has been a number of poverty alleviation programmes in the last three decades but they, somehow, proved to be less targeting and more costly. The miserable plight of the rural households has driven an unprecedented number of farmers to commit suicide. Recognising this humanitarian crisis, the Government of India made a commitment in its Common Minimum Programme (CMP) that it would immediately enact an Employment Guarantee Act. The draft proposed by the National Advisory Council (NAC) envisaged legal guarantee to every household in rural areas for 100 days for doing casual manual work. Formulation and implementation of a major flagship rural employment generation programme was the demand of time. National Rural Employment Guarantee Act (NREGA) was designed in this very context.

The National Rural Employment Guarantee Act (NREGA) enacted in September 2005 but it came into force on 2nd February 2006 with the introduction of 100 days of guaranteed employment in a financial year to any rural household whose adult members are willing to do unskilled manual work. The Act

[2] A household is defined as members of a family related to each other by blood, marriage or adoption, and normally residing together and sharing meals.

was notified in 200 most backward districts in its first phase of implementation. In the second phase (2007-08), it was extended to an additional 130 rural districts. The remaining 274 districts were notified under NREGA with effect from 1st April 2008 in the third phase. Since 2008, NREGA has covered almost all the rural areas of the country with the exception of districts which have a 100 percent urban population. From October 2, 2009 NREGS has been renamed as Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS). MGNREGS seeks to provide at least 100 days of guaranteed wage employment in a financial year to at least one member of every rural household whose adult member volunteer to do unskilled manual work. Keeping in the view the success of this Programme, United Nations Development Programme (UNDP) has signed a memorandum with the Indian Government to support this programme during the Twelfth Five Year Plan (2012-2017).[3]

The Act is a significant legislation in many ways. Unlike earlier employment schemes, it is demand-driven. People who need jobs will demand them, which the government is legally bound to provide. In case of failure to do so, the government has to allocate unemployment allowance. For the first time, rural communities have been given not just a development programme, but also a regime of rights.

The Act is an important step towards realization of the right to work. It is also expected to enhance people's livelihood on a sustained basis, by developing the economic and social infrastructure in rural areas. The objectives of the programme include:

(i) Ensuring social protection for the most vulnerable people living in rural India through providing employment opportunities.
(ii) Ensuring livelihood security for the poor through creation of durable assets, improved water security, soil conservation and higher land productivity.
(iii) Strengthening drought-proofing and flood management in rural India.
(iv) To assist the empowerment of marginalised communities through the processes of a rights-based legislation.
(v) Strengthening decentralised participatory planning through convergence of various anti-poverty and livelihoods initiatives.
(vi) Effecting greater transparency and accountability in governance.

MGNREGA is the most significant act in the history of Indian planning in many ways like grass-root level participation of every citizen and beneficiary through democratic process, multi-layered social audit and transparency mechanism by involvement of civil society, comprehensive planning at village level towards sustainable and equitable development etc. Important salient feature of the Act is to improve the quality of life of rural households who are vulnerable to out-migration in search of daily wage employment by channelizing the wage workforce towards developmental activities at the village level itself.

The scheme was initially in progress in the first phase of 200 districts during its cognitive stage has generated lot of enthusiasm among social scientists and NGOs and led them to initiate several surveys on their own. The surveys as in the cases of any other scheme are cantered around the end results such as targeting all the needy beneficiaries, and implementation of the Act in letter and spirit. The scheme is enormous in nature and in the process of implementation and achieving the desired output; there are many issues which are overlapping the implementing agencies right from *District* to *Gram Panchayat*[4].

MGNREGA, besides, the main features mentioned above, also involves participatory planning and implementation of the scheme through proactive role of *Gram Sabha*, rigorous and continuous monitoring by way of social audit and involvement of ordinary people at the grass-roots level. It addresses chronic poverty, drought, deforestation, soil erosion *etc*. It also aims at generating productive assets, protecting the environment, empowering rural women and arresting rural-urban migration.

The scheme is implemented through collaborative partnership right from *Gram Sabha* to Central Government. It impanels community participation by way of *Gram Sabha*, local vigilance and

[3]Misra and Puri (2012),"Indian Economy", Himalaya Publishing House, New Delhi.
[4] The 'Gram Panchayat' is a local governance body at village level.

monitoring committees and *Self Help Groups (SHGs)* and ensures active role of Civil Society Organisations. At official level, the scheme is embedded with inbuilt monitoring and evaluation mechanism at every layer of implementation including online monitoring through Monitoring and Information System (MIS).

The scheme is implicitly strengthened by mandatory and active participation of local community, and complete transparency in all operations and record keeping. Nevertheless, due to massive funding, extensive coverage of beneficiaries, there is a necessity to identify and assess the ground realities, channelizing labour-intensive activities into sustainable assets at village level, besides, studying the impact of the scheme on migration, quality of life etc.

MGNREGA official employees pay very close attention to generate awareness among potential wage seekers and set up systems that facilitates and rigorously records registration for work, issuance of job cards and application of work. They follow the pattern in counting the employed people as number of people multiplied by the wages allotted during that given period. They include various types of work to make the unemployed people employed. The people are employed to work under MGNREGA in Water Conservation, Provision of Irrigation Facility to Land, Rural Connectivity, Land Development, Bharat Nirman, Rajiv Gandhi Seva Kendra, Rural Drinking Water, Rural Sanitation, Fisheries, Livestock Related Works, Agricultural Related Works, Flood Related Works like deepening and repair of flood channels etc..

The funding pattern of MGNREGA includes funding by both Centre and State Governments. The Central Government bears the costs on the items; as ¾ the entire cost of wages of unskilled manual workers, ¾ (75 percent) of the cost of material, wages of skilled and semiskilled workers. Administrative expenses as may be determined by the Central Government, which will include, inter alia, the salary and the allowances of the programme officer and his supporting staff and work site facilities. ¾ Expenses of the National Employment Guarantee Council. The State Government bears the costs on the items; as ¾ 25 percent of the cost of material, wages of skilled and semi-skilled workers (as a ration of 60:40 is to be maintained for wages of the unskilled manual workers and the material, skilled/semi-skilled Government has to bear only 25 percent of the 40 percent component, which means a contribution of 10 percent of the expenditure. ¾ Unemployment allowance payable in case the state Government cannot provide wage employment on time. ¾ Administrative expenses of the state Employment Guarantee Council.[5] Funding of the scheme has been very balancing between the State and Centre. (Viz. flow chart in Annexure)

PERFORMANCE EVALUATION OF MGNREGA SCHEME

Since its inception MGNREGA has generated 1575 crore person-days of employment up to December, 2013. From financial year 2006-07 up to financial year 2013-14(upto December 2013) over Rs.1,55,000 crore has been spent on wages. This is almost 70 percent of the total expenditure. Notified wages of the scheme have increased across all the states since 2006. The average wage earned by every beneficiary has risen from Rs. 65 per person- days in 2006-07 to Rs. 124 per person-days in 2013-14.[6] The financial and physical performance of MGNREGA towards States, when it comes to the coverage of population, the states that claim to have covered more than 50 percent of the households are Chhattisgarh and Madhya Pradesh, both of them having poverty rates much higher in comparison to the national average; followed by Bihar and Jharkhand, with over 30 percent coverage but very high rates of poverty. Besides, the total expenditure suggests that Madhya Pradesh, Andhra Pradesh and Rajasthan have distributed Rs.10-17 billion as wage payments followed by Uttar Pradesh, Chhattisgarh, West Bengal and Bihar, with the utilized amounts ranging between Rs.5 and 10 billion each. Another important thing to consider about the scheme is the impact on farm mechanization of agriculture. Ultimately, it is worth mentioning here that the MGNREGA has benefited the agricultural labourers not only directly, but also indirectly as the scheme pressured the Minimum Agricultural Wage Rate (MAWR) to be increased.

The states are working hard to show better utilization in the category as a condition to the release of funds. The states that have spent most towards improving administrative issues are Andhra Pradesh and West Bengal.

[5] http://irjs.info/index.php/irjs/article/view/10768/5433

[6] http://nrega.nic.in/netnrega/writereaddata/Circulars/Report_People_Eng_jan_2014.pdf

Other states/UTs like Tripura, Andaman and Nicobar Islands, Goa have also spent around 70 percent of the funds, although the allocations were lower than other big states where the demand for work is concentrated. The states that have failed to improve their performance have been Bihar, Madhya Pradesh, Rajasthan and some north-eastern states like Mizoram, Meghalaya and Manipur among others. The average rate of utilization for other states is around 30 percent. Farm wages in this programme increased from 15 percent to 20 percent in the states like Haryana, Bihar, West Bengal, Assam, Punjab and Orissa.

The physical performance of the scheme since inception has so far provided 3.56 crore households with employment throughout the country. This also states that around 13,332 crore person days are created and 7.08 lakh assets are built, out of 25.98 lakh taken up under the programme. Of the total person days created, 51.02 percent are the person days by the women labourers. Similarly, 40.19 percent are created by SC members and 21.83 percent by persons form the ST community. The promise of 100-day employment to one member of every household seeks employment is largely unfulfilled though.

The major impact on employment situation under MGNREGA since its inception (2006-07 to 2013-14) can be seen in the following table.

Table 1: Physical and Financial Performance of MGNREGA (2006-07 to 2013-14)

				(Rs. In Lakh)
Year	**Funds Allocation**	**Fund Utilisation**	**Household Employment Generated**	**Growth in Employment Generation**
2006-07	1130000.00	860119.702	20983491.00	-
2007-08	1200000.00	1536370.009	33889122.00	61.50
2008-09	3000000.00	2725171.908	45112792.00	33.12
2009-10	3910000.00	3790805.776	52585999.00	16.57
2010-11	4010000.00	3937825.223	54947068.00	4.49
2011-12	4000000.00	3763653.701	50424472.00	-8.23
2012-13	3300000.00	3944359.622	49887678.00	-1.06
2013-14	3300000.00	4227227.949	47806605.00	-4.17

Source:www.indiastat.com; www.nrega.nic.in;Ministry of Rural Development, G.O.I., Annual Report 2012-13.

The above table portrays the overall performance of MGNREGA through the financial and physical outlays. Till 2010-11 the performance shows an inclining movement in fund utilisation but later in 2011-12 it started to decline; it could be seen in the section of growth in employment generation of the above table. Government officials state the drop in funds utilization – down from 76.57 percent in 2009-10 to 74.57 percent in 2010-11, might be due to the lower demand for work because of the good monsoon. But the lower utilization of administrative allocations seems mysterious when the scheme lacks capacity to spend Rs.40,100 crores the centre had allocated for the given year. According to planning commission officials the scheme suffered through major human resources constraint especially at the level where money needed to be channelized. The administrative set up is not developing as it should. On the brighter side, there is an improvement in the funds utilization numbers in comparison to 2012-13 when only 22.34 percent of the funds were used by the states. There has been tremendous improvement this year as these officials focused on building capacity, however, it could not be stated that the performance is up to the mark.

The growth percentage in the programme shows variations. It was good during the first two years but after that it starts to collapse and shows negative growth. According to the data during inception it works hard but after that inclusion of corruption affects the performance of the programme.

We used regression analysis to analyse the impact of funds utilisation during the programme affecting the employment level of the rural areas. Following are the results:

 ISSN 2322 - 0899

Table 2: Regression analysis of Funds Utilised in the programme and Employment Generated

Schemes	Regression Coefficient	R Square	Computed Value T	Scheme Model
MGNREGA	8.529	0.89049	6.985	EG*(MGNREGA)= 1802766.51 + 8.529 FU**

With Degrees of Freedom=6 significant at 5 percent; *EG=Employment Generation; **FU=Fund Utilisation

Above table indicates the results of our analysis; the regression coefficient is 8.529 which shows a positive effect of funds utilisation at 5 percent level of significance. Thus the impact between the two is positive. The R square is 0.89049 which shows a variation of 89.04 percent in employment generation due to variation in funds utilisation. The computed T value is 6.985 which clarifies that we will reject our null hypothesis and accept the alternative hypothesis. Thus, the above results evidence that MGNREGA has significant impact on employment generation.

CONCLUSION AND SUGGESTIONS

With a progressive awareness on literature related to MGNREGA, research and experience, it is pertinent to highlight the success and failure of the scheme. One of the remarkable features of MGNREGA is the high and different levels of women's participation in the programme. This social protection act ensures promotion of gender equality, empowerment of women and reduction of social exclusions. The labour intensive method, to a great extent, will help in eradicating poverty among the unskilled labourers.

Based on review and assessment made by experts and the institution the MGNREGA has a very positive impact on the millions of people in terms of employment and poverty alleviation. MGNREGA has a notable role in supporting the agricultural growth. The water shading works and irrigation-related activities conducted under the MGNREGA have actually contributed a lot in agricultural development. Water harvesting activities under MGNREGA has worked as a life support-system in the rain fed areas. Most MGNREGA works contribute directly or indirectly to the agricultural development. The scheme has increased the bargaining power of labour. Increment in agricultural minimum wages and wage earned per day is also one of its side-effects. It has reduced the distress migration in many parts of the country resulting in sustainable rural development.

MGNREGA has become one of the powerful instruments for inclusive growth in rural India through its impact on social protection, poverty alleviation, livelihood security and democratic governance. As an effective Employment Guarantee Scheme, it is protecting rural households from poverty and food insecurity by generating sustainable livelihoods. The act is likely to lead to a substantial reduction of rural-urban migration: if work is available in the village, many families will stay in the villages instead of heading to the cities. It has acted as insurance for rural workers against unemployment. Furthermore, it has stabilised income for rural households as more works have been provided in the agricultural off-periods. There is evidence that this has assisted income-smoothing among the poor and reduced their need to make adjustments by cutting down on food expenditure, sale of livestock, or resorting to taking expensive loans.

Along with the virtuous facts, there are several inbuilt biases in the performance of the programme. The poor, are inadequately represented in those selected for participation, the duration of employment is systematically lower for poor households. At the same time, the non-poor are disproportionately represented, indicating some capture. Whereas few participants admit to paying bribes, several reported that personal acquaintance was necessary to secure employment under MGNREGA.

Some research has suggested that such a scheme has exerted upward pressure on agricultural wage rates. More importantly, in as many as 19 states, the MGNREGA wage is higher than the legal minimum agricultural wage. Such a differential ought to encourage greater participation in the scheme, particularly when the monsoon not so good in financial year, but then also employment generation numbers indicate otherwise. To maintain this pace, policymakers will have to improve delivery mechanisms, ensure proper distributions, maintain adequacy of funding and plug leakages to ensure sustainability of its positive impacts.

 ISSN 2322 - 0899

The concepts of the Act are innovative though the Act continues to suffer from old age operational and functional rigidities like its predecessors. The performance of MGNREGA has been severely skewed across states. The average person-days employment per household has not improved between 2008-09 and 2011-12. The problem of delay in the payment of wages to the MGNREGA workers under the Act needs to be addressed urgently. The scheme could not ensure the 100 days job guarantee to the majority of the job card holders. Even we observed that in a large scale the scheme fails to provide employment tracks to the unemployed. In fact the harmony and spirit of the Act could not shine to the expected level. Though, MGNREGA has positive impact on employment pattern of women. But the poor implementation across the nation (such as lack of child care facility, worksite facility and illegal presence of contractors) accrued the gender sensitiveness of this Act. Certain initiatives and changes should be taken to remove these barriers. Future prospects of MGNREGA cannot be predicted on the basis of recent performance of the programme due to the economic and political change in the economy. For the sustainability of the programme the Government is struggling hard on the way to explore more areas for generating work for the rural people.

REFERENCES

- Ambasta, P., Vijay Shankar,P. S. and Shah, M. (February 2008), ‘Two Years of NREGA: The Road Ahead’,Economic and Political Weekly, vol. 43, No. 8.

- Banerjee, k. and Saha, P. (July 2010), ‘The NREGA, the Maoists and the Developmental Woes of the Indian State’,Economic and Political Weekly, vol. 65, No. 28.

- Bassi, N., Kumar,D. M., Niranjan,V. and Sivamohan,M. (August 2011), ‘Employment Guarantee and Its Environmental Impact: Are the Claims Valid?’,Economic and Political Weekly, vol. 46, No. 34.

- Bhatia, k., and Adhikari,A. (January 2010), ‘NREGA Wage Payments: Can We Bank on the Banks’, Economic and Political Weekly, vol. 65, No. 1.

- Dreze, J., (2011), ‘Employment Guarantee and the Right to Work’,**The Battle for Employment Guarantee**, Khera,R. (ed.), Oxford University Press,New Delhi: pp. 3–21.

- Jha, R., Bhattacharyya,S.,Gaiha,R. and Shankar,S. (September 2009), ‘Capture of Anti-Poverty Programs: An Analysis of the National Rural Employment’, Journal of Asian Economics, vol. 20, No. 4.

- Misra and Puri (2012), “Indian Economy”, Himalaya Publishing House, New Delhi.

- Siddhartha, and Vanaik, A. (2011), ‘CAG Report on NREGA: Facts and Fiction’, **Battle for Employment Guarantee**, Khera,R. (ed.), Oxford University Press,New Delhi: pp. 105–27.

- Shukla, Shubhedu S. and Mishra, Ashutosh (2013), ‘Employment Generation and Poverty Alleviation in Developing Countries – Challenges and Opportunities Special Reference to India’ IOSR-JBM, Vol. 11, Issue 4, pp 18-23

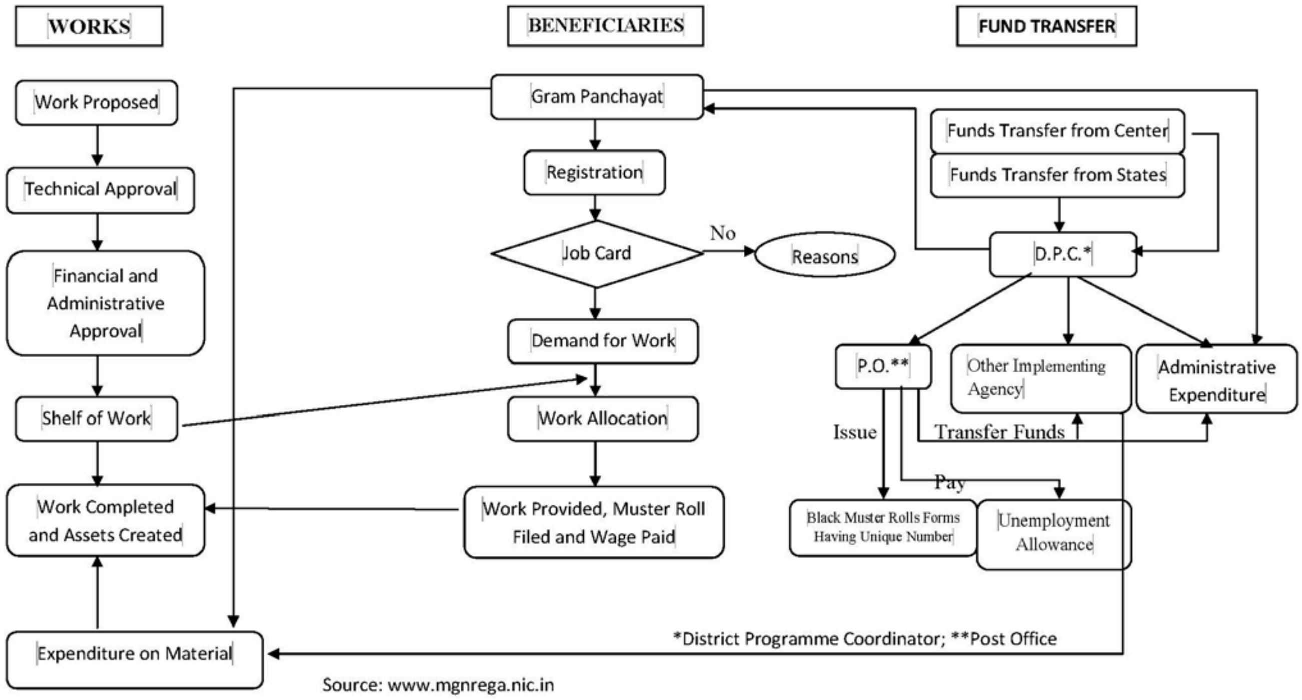
- Comptroller and Auditor General of India (CAG), ‘Performance Audit of Implementation of National Rural Employment Guarantee Act (NREGA),’ Performance Audit Report No. 11, CAG, 2008

- http://www.nrega.nic.in/netnrega/forum/2-MGNREGA.pdf

- http://nrega.nic.in/netnrega/writereaddata/Circulars/MGNREGA_SAMEEKSHA.pdf

(Annexure A)

WORK FLOW OF MGNREGA



Source: www.mgnrega.nic.in

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

NEW STRATEGIES FOR RETAIL BUSINESS "DOING ORDINARY THINGS IN EXTRAORDINARY WAY"

Megha Mathur
Assistant Professor, IMM, Qutab Institutional Area, New Delhi.

ABSTRACT

With the advent of new & increased awareness & hefty paying packages the purchasing power of Indian Youth has increased. The generation needs all the things in the nearby area and that too all the things are to be available under one single roof, thus generating the dire need for more and more retail stores, advance kirana shops & shopping malls.

Another important reason for increased growth of super markets is due to higher standards of hygiene & attractive & congenial environment. Most young Indians have started spending more on health and beauty products. Here also small, single-outlet retailers dominate the market. Like real estate the retail sector is also facing tremendous growth. In the current scenario there are various players both big and small in the retail sector leading to a tough competition amongst one another.

Key words: convenience stores, differentiation, touch & heal, innovations, buzz.

INTRODUCTION

Retail sector is growing at a fast pace in India as it has opened its wings in various formats. In country like India the retailers find new opportunities as our country is divided in rural and urban areas where people enormously differ from one another, they have altogether different mindsets. This paper is an endeavor towards highlighting on various reforms a retailer should adopt in innovative way in order to lead in the competition.

LITERATURE REVIEW

Indian Retail Industry – Opportunities , Challenges & Strategies by Prakash Chandra Das (Senior Lecturer, Bhubaneshwar): Mr. Das has focused on the advent & growth of Retail sector in India , he has also supported that the retailers should follow various innovative strategies in order to win the race. He has highlighted various points towards requirements of urban and rural area's population.

Indian Retail Industry- Its Growth Challenges & Opportunities by Dr. Danabhakyam & A. Shanthi (Coimbatore-46): This paper also provides detailed information about the growth of retailing industry in India. It examines the growing awareness and brand consciousness among people across different socio-economic classes in India and how the urban and semi-urban retail markets are witnessing significant growth.

Planning the Retail strategy- In this article Mr. Pankaj & Ms. Roopa Tarkhad emphasized that a thorough value chain analysis of any business is required before expanding the wings in retail sector.

After reading various articles and research papers I decided to express my opinion that whether the existing strategies followed by retailers are sufficient or they need to have a pool of few innovative strategies. After deep study I came to the conclusion that without innovation retailers can only move in the race but cannot WIN the race. This paper is an effort towards identifying various strategies the retailers can follow in innovative ways to attract the footfall in their stores.

OBJECTIVE

The primary objective of this paper is to focus on various strategies which can be innovatively used by various retailers for serving their products & services to the smart customers.

RESEARCH METHODOLOGY

This paper is a blend of both Primary & Secondary research Two questionnaires were prepared one was given to 60 customers & another was given to 40 Retailers to retailers in different malls in the same region in order to

 ISSN 2322 - 0899

judge their opinion. Apart from that, the author has also gone through various articles based on similar topic. Data is also collected through magazines, online research articles web sites..

A questionnaire was prepared & given to 60 customers to identify whether the income level of customers has a relation with the sale of innovative products in a retail outlet.

H1: There is a direct relation between income level of customers & sales of innovative products of a retail store.

People with high income level prefer more innovative products as compared to other levels.

FINDINGS

Table 1

Income Level	**Response**		
	Yes	**No**	**Total**
Up to 10,000	15	10	25
Between 10.000-50,000	9	11	20
Above 50,000	6	9	15
	30	30	60

Chi-Square value	1.8
Degree of Freedom	2
Table Value	5.99

Analysis of the findings

From table 1 it is depicted that in the income slot of Upto 10,000 15 people agree that people with high income group do prefer to have innovative products and 10 people do not agree. In the band of income level between 10,000/--50,000/-out of 20 people, 9 people agree & 11 do not agree with the statement. In the income group above 50,000/- out of 15 people 6 agree & 9 do not agree with the statement..

After applying the statistical tool it is observed that the Chi Square Value (1.8) is much less than the Table value (5.99) at a significance level of .05% and degree of freedom is 2.

Chi square value is less than the Table value so the Hypothesis (**H1**) is accepted stating that significant relationship exists between the income level of customers and sale of products innovative products of a retail outlet in a shopping mall.

CV is less than TV **H1** is accepted.

Another survey was conducted in an area of Delhi NCR & a questionnaire was given to the Retailers confined to a region of Delhi NCR..A sample of **40 retail outlets** was taken out of which **15** were branded retail outlets & **25** were non- branded.

H2: Branded Retail outlets also need to pay attention on the innovative promotional & selling activities for making their products visible in competition.

 ISSN 2322 - 0899

Table 2

Outlet	Yes	No	Total
Branded	5	10	15
Non Branded	10	15	25
	15	25	40

Chi-Square value	0.45
Degree of Freedom	1
Table Value	3.841

Analysis of the findings

From the above table it is clearly visible that out of 15 Branded outlets 5 agree &10 do not agree with the statement. Similarly from the bunch of 25 people 10 agree & 15 do not agree with the statement.

After applying the statistical tool it is observed that the Chi Square Value (0.45) is much less than the Table value (3.841) at a significance level of .05% and degree of freedom is 1.

Chi square value is less than the Table value so the Hypothesis (H1) is accepted stating that Branded Retail outlets also need to pay attention on the innovative promotional & selling activities for making their products visible in competition.

CV is less than TV **H2** is accepted.

The Indian retail scene has witnessed too many players in too short a time, crowding several categories without looking at their core competencies or having a well thought out branding strategy. In India we have retail stores in the form of Departmental stores, Shopping Malls, Discount stores, Hyper markets, Super markets etc. Each format has its specific definition & explanation In this paper the author has incorporated the general idea & definition of various formats involved in retail marketing:

1. Convenience Stores: is essentially found in residential areas. They provide limited amount of merchandise at more than average prices with a speedy checkout. This store is ideal for emergency and immediate purchases
2. Department Stores - very large stores offering a huge assortment of "soft" and "hard goods; often bear a resemblance to a collection of specialty stores. A retailer of such store Carries variety of categories and has broad assortment at average price. They offer considerable customer service.
3. Supermarkets - sell mostly food products;
4. Warehouse Stores - warehouses that offer low-cost, often high-quantity goods piled on pallets or steel shelves; warehouse clubs charge a membership fee;
5. Kirana store :is a retail outlet that is owned and operated by individuals. The range of products is very selective and few in numbers.These stores are seen in local community often are family-run businesses.
6. Demographic - retailers that aim at one particular segment
7. Variety Stores or "dollar stores" - these offer extremely low-cost goods, with limited selection;
8. Hypermarkets: provides variety and huge volumes of exclusive merchandise at low margins. The operating cost is comparatively less than other retail formats.
9. General Store - a rural store that supplies the main needs for the local community;
10. Discount Stores - tend to offer a wide array of products and services, but they compete mainly on price offers extensive assortment of merchandise at affordable and cut-rate prices.

11. Specialty Stores: A typical specialty store gives attention to a particular category and provides high level of service to the customers. A pet store that specializes in selling cat food would be regarded as a specialty store. However, branded stores also come under this format. For example if a customer visits a Reebok or Gap store then they find just Reebok and Gap products in the respective stores.
12. Supermarkets: is a self service store consisting mainly of grocery and limited products on non food items.
13. Malls: They have a range of retail shops at a single outlet. They endow with products, food and entertainment under a roof.
14. Category killers or Category Specialist: By supplying wide assortment in a single category for lower prices a retailer can "kill" that category for other retailers. For few categories, such as electronics, the products are displayed at the centre of the store and sales person will be available to address customer queries and give suggestions when required.
15. E-tailers: The customer can shop and order through internet and the merchandise are dropped at the customer's doorstep. Here the retailers use drop shipping technique. This format is ideal for customers who do not want to travel to retail stores and are interested in home shopping.
16. Vending Machines: This is an automated piece of equipment wherein customers can drop in the money in machine and acquire the products.

In spite of so many formats available in retail segment the retailers are facing problems in dealing with customer’s reason being they are searching uniqueness which is not available in any of the retail formats. Thus in country like India retail marketing is both challenging as well as a matter of opportunity.

Due to shift in the mindset of people the opportunities for the retailers has increased in country , affluent people and the concept of double income has raised the purchasing power of consumers in urban areas whereas rural markets emerging as a huge opportunity for retailers reflected in the share of the rural market across most categories of consumption. In spite of having a huge opportunity the retailers are facing various challenges in catering to such a large population of India. The biggest problem being faced by retailers is lack of retail differentiation i.e. the consumers do not find any difference between 2 shopping malls or 2 hyper markets as both are being made on same set of specifications & the young customers need change and uniqueness. Another problem is of shipping the cargo in rural areas. Thus retailers have to pay extra attention on the distribution pattern than the competitor. Various innovations are needed in the strategies being already followed by the retailers & few more innovative strategies are needed to be implemented in order to give retail a better shape.

Few innovative strategies to be focused by retailers:

- It is very important to change the mindset of people; retailers should improve upon the Point of sales and the shelves as they should remember **“jo dikta hai wahi bikta hai”.** Retailer has to provide more assortments for private level brands to compete with supplier's brand. They can provide new schemes every day or just one day in a week as followed by Big bazaar (sabse sasta budhwar) etc. so that they can have an edge over other supplier’s brand.
- The retail marketers should focus more on visual communication. The visual communication should be planned and positioned as per the brand. The mannequins and props should be attractive and based on specific themes the displays should be very creative and hygienically clean.
- In order to build a position in the mindset of customers the retailers should make use of proper communication in the form of messages. The information supplied in the messages should be attractive and appealing so that the customer is automatically pulled by himself to the retail store or a shopping mall. The core purpose is to inform the target customers about the offering of the mall, persuade them to visit the mall and remind them about the mall. The mall developer can create awareness about the offering among the target customers in a number of ways. Various tactics and strategies can be followed like making use of **BUZZ & VIRAL** marketing, celerity endorsement to make the position strong in the mindset of consumers.

The innovative strategies should be planned focusing on customer’s & competitor’s profile. The promotional design should be such which is easily understandable by various segments of the profiling being done by the

 ISSN 2322 - 0899

retailer. The promotion is designed as per latest market trends after a thorough assessment of historical data and factors affecting retail sales. The promotional activities of the clients have helped them increase sales significantly. The promotion is designed as per latest market trends after a thorough assessment of historical data and factor affecting retail sales.

The retailers should focus on other small but meaningful aspects in order to make themselves visible to public i.e they should follow the "touch & heal " therapy for their clients by creating a database of birthdays of your customers & wishing them or creating a calendar for customers with name & address of your shop visible on it.

Other strategies can be:

a. Developing a brochure of services the retailer offers in order to give a transparent & clear picture to the customers.
b. In this world of technology it is always advisable to develop a website showcasing the products, services as well as the location of the retailer.
c. Include customer testimonials in your printed literature.
d. Retailers should also think "out of box" & can develop their own Television show on their special products apart from the normal advertisement & can present it to the local cable stations.
e. The retailers should pay attention on the promotion & advertising of their products & services and for this they should place advertisments in publications which their target market reads.
f. Create a loyalty programme for rewarding the existing customers.
g. A proper hand written thank-you note should be sent to the customers time to time so that they can feel pampered & generate the feeling of family leading to long lasting relationship.
h. A retailer can pick up the lowest day of the week for discounts.
i. Make full use of social media & networking for promoting the products / services as well as brand.
j. Choose a regular customer to spotlight as a Customer of the Month. Create a brief write up to submit to the local newspaper about the customer and be sure to give he or she a copy of the article as well as have one framed to hang in the store.

CONCLUSION

As seen and proved in the findings of **Table 1** that people with high income group have more inclination towards innovative and creative products. With fast pace of change in the patterns of consumer tastes & preferences along with rapid urbanization it is mandatory for Retail outlets to use innovative strategies to position their products & services in the mindset of customers. As visible from the research work and findings in **Table 2** that taking initiatives for innovations is not only the task for non –branded retail outlets but it is equally important for Branded retail stores also to take innovative measures in order to make their position secure in the market.With fast pace of change in the patterns of consumer tastes & preferences along with rapid urbanization it is a challenge for traditional outlets to survive with their traditional style of marketing their products. Adoption of new tactics is essential for **survival of the fittest.**

REFERENCES

Books

- Kotler Philip-Marketing Management (Prentice Hall of India)
- Newman A.J. and Cullen P-Retailing; Environment and Operations

Articles on the web

- http://www.fibre2fashion.com/industry-article/free-retail-industry-article/indian-retail-industry -its-growth-challenges-and-opportunities/indian-retail-industry-its-growth-challenges-and- opportunities7.asp
- http://www.indianmba.com/Faculty_Column/FC689/fc689.htm l

- http://www.mairec.org/
- http://www.researchandmarkets.com/reports/473729/indian_retail_industry_strategies_trends
- http://www.tatamail.com/pdf
- http://jrdelisle.com/JSCR/2005Articles/JSCRV12_1A2Teens.pdf
- http://digitalknowledge.cput.ac.za/xmlui/bitstream/handle/123456789/359/marketing%20mix%20strategy%20adaptation.pdf?sequence=1
- http://bear.warrington.ufl.edu/weitz/mar7786/Articles/entry%20strategies.pdf
- http://www2.econ.iastate.edu/research/webpapers/paper_12995.pdf
- http://www.social4retail.com/additional-articles-weve-written.html
- https://marketing.wharton.upenn.edu/mktg/assets/File/07-11-2012%20Glanz-Karen-Paper.pdf
- http://smallbusiness.chron.com/definition-retail-marketing-40196.html
- http://globaljournals.org/GJMBR_Volume11/10-Marketing-stratigies-of-Retail-Stores-An-Evaluation.pdf
- http://www.edu.gov.on.ca/eng/studentsuccess/thinkliteracy/files/thinklitretail.pdf

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014
ISSN 2322 - 0899

COMMITTED EMPLOYEES: NEED OF THE HOUR - A STUDY OF TECHNICAL INSTITUTIONS' EMPLOYEE

Roope Khare
Research Scholar, Uttarakhand Technical University, Dehradoon

ABSTRACT
The present study investigates the job commitment of the employees of technical institutuions. Employee job commitment is an important determinant of employee job satisfaction and success of the organization as well. Job commitment reflects the possibility to perform better on one's job. The paper also seeks to ascertain the differential effect of personal and institutional variables on employee's job commitment. A sample of 360 employees from colleges of Uttar Pradesh Technical University was chosen for the questionnaire survey. Significant differences have been observed for the personal and institutional variables. Factor analysis depicted those factors affecting employee job commitment.

Key Words: *Job commitment, College teachers, Technical institution.*

INTRODUCTION

The definition of 'Commitment' may vary from person to person. According to the *Cambridge International Dictionary of English*, commitment is a promise or loyalty given to a particular person, principle, or plan of action. 'Job commitment' is the willingness of investing personal resources to the task an individual enacts in his job. Job commitment is imperative because of immense need of committed employees who lead the organisation to success. Employee's initial comkkmitment largely depends on his personal characteristics, e.g., his personality and beliefs. It also gets affected by his earlier job experience, his expectations, relationship with peers, working environment and opportunities for advancement. And for the employees of an educational institution there is a daily need to fully engage in their work with not only their heads, but also their hearts. They need to be involved in an increased rate of personal adaptation and professional development. Without this they may face the constant danger of burn-out in an increasingly intensified work environment. The quality and standard of an education system largely depend on the quality, characteristics and commitment of the teachers. Their whole performance will be influenced by the extent of their commitment in their professional life, which in turn may be influenced by their emotional stability.

Employees who are in the field of education have a specific responsibility of introducing the values which would transform students into good human beings. However, teaching is much more than this. It is not just a matter of learning some skills and competencies, rather, they need to redefine the personal and emotional dimensions of their role as well.

Teaching profession shoulders responsibilities for both mental and social development of the student. Teachers have a vital role in students' life, who intuitively learn from teachers. However, sometimes students may want freedom from college. Thus, today teachers need to have great patience and intense desire to provide their students a right direction. Futher role of the educational institutes in shaping the future of students, is continuously evolving and the institutes are required to nurture a set of life skills, i.e., critical and creative thinking, stress management, and decision making into the students. All these environmental changes have thown up the demand for a different teacher who is concerned and capable to induce the quality into the pupils. Thus today the teaching profession requires learned employee who are committed towards education and its attainersce for a better composed stand for alround development of belligerent youth of 'Generation Y'.

LITERATURE REVIEW

Beheshtifar and Safarian (2013) deines 'employee commitment' as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those who are working with a committed employee group. HR maintenance is a main factor to promote employee commitment. Mart C.J (2013) concluded that teacher commitment deeply contributes to future of students and schools and committed teachers make a difference to the success of the school and the learning of the students. Ebmeier and Nicklaus (1999) define commitment as a part of teachers' effectiveness or emotional reaction to their experience in an institutional setting. Job commitment is most important because only committed employees lead organization towards success. Nierhoff *et al.* (1990) found that the overall management culture and style driven by the top management actions strongly influence the degree of employee commitment.

For educators and researchers the degree of teacher's commitment is one of the most important aspects of performance and quality of staff (National Centre for Education Statistics, US 1997). Teacher commitment is associated with job satisfaction, morale, motivation, and identities (Day 2004). The quality of teaching is not only governed by the qualification, knowledge and skill competencies of teachers but also their passion, enthusiasm, dedication and commitment to teaching. Hrebinick and Alutto (l977) pointed out that the women, have consistently been found to be more committed than men to their employing organization. Steers (l997) and Glisson and Durick (1998) reported in their studies that level of education is negatively related to organization commitment. The studies by Mowday, *et. al.* (1982) also revealed that organization commitment is inversely related with educational attainment.
Day et al, 2007 during his VITAE project examined influences upon and between teachers' professional and personal lives, and associations between these, their commitment and resilience, and their effectiveness over time. A key finding was that there is a statistically significant association between teacher commitment and pupil progress and attainment as measured by national test scores. That is, pupils of teachers who are committed are more likely to perform at higher levels than those of teachers who are not.

Punia (2000) in his study examined the status of commitment among teachers of three universities of Haryana. He studied organisation and job commitment separately and studied how organisational commitment affects job commitment. He concluded that university teachers are highly commitment towards organisation as well as job but more towards job than organisation.

Elliott and Crosswell (2001) have categorized the number of factors that sustain and also diminish commitment. According to them many of the teachers reported personal factors to sustain their commitment and other teachers opinion was based on their life balanced outside of teaching that is their social circle, to sustain commitment. Other group reported that their feelings of fulfillment and how well they accomplish their job sustains their levels of commitment.
The study conducted by National Centre for Education Statistics, US (1997) revealed that male teachers showed slightly less committed than Female teachers and the teachers who have more experience showed slightly less committed than the teachers with less experience.

Theodore Coladarci (1992) in his study examined the degree to which teachers' sense of efficacy, as well as other hypothesized influences on commitment to teaching, predicted 170 teachers' responses to the question, "Suppose you had it to do all over again: In view of your present knowledge, would you become a teacher?" General and personal efficacy emerged as the two strongest predictors of teaching commitment, along with teacher-student ratio, school climate, and sex. In short, greater teaching commitment tended to be expressed by those teachers who were higher in both general and personal efficacy; who taught in schools with fewer students per teacher; and who worked under a principal regarded positively in the areas of instructional leadership, school advocacy, decision making, and relations with students and staff. Teaching commitment also was higher for female teachers. He attempted to investigate the relation between teachers' sense of efficacy and their commitment to teaching. The latter variable refers to a teacher's degree of psychological attachment to the teaching profession. So according to him 'commitment to teaching' tends to be examined in one of two ways. First teacher attrition is studied.
The results of the previous studies related employee job commitment, suggest that there is evidence of job commitment being a significant predictor of organizational success. However, researcher with his sudy investgated in the setting of educational institutions. Hence, there is need for additional research in order to determine whether significance of job commitment as a predictor remains stable across teachers of educational institutions.

RESEARCH OBJECTIVES AND HYPOTHESES
The research objectives are as follows:
- To ascertain the influence of personal/ institutional variables on teachers' job commitment.
- Discover related factors affecting teachers' job commitment.

 ISSN 2322 - 0899

Following hypotheses were formulated:

H_{01}: There is no significant difference in opinion towards job commitment among various groups of teachers classified according to personal / institutional variables.

RESEARCH METHODOLOGY

Sample

A sample of 360 employees from entry level to professor level working with top private and government institutions in the state of Uttar Pradesh was selected for the study.

Data Collection

The data for the survey was obtained through personal interview using a self-structured questionnaire for job commitment and 'Big Five Inventory' to measure the emotional stability (neuroticism) of the respondents.

Statistical Tools Used

The statistical tools such as frequency distribution, cross tabulation, ANOVA, t-test, and various other tools of MS Office were employed for the analysis of data.

DATA ANALYSIS

Analysis of Job Commitment

The analysis identifies the difference in opinion between male and female regarding their job commitment and also the difference among the subgroups of the sample for other personal and institutional variables.

To study the significance of difference in opinion regarding job commitment, the following null hypothesis was used.

H01: There is no significant difference in opinion towards job commitment among various groups of teachers classified according to personal / institutional variables.

As far as the classification (involving two groups) of teachers based on personal/institutional variables is concerned, the significant differences in the opinion is found in respect to gender, college aid status, and nature of employment and the results are produced in Table 1,2, and 3.

Table – 1: Job Commitment of the Genders: t – test

Gender	N	Mean	Std. Deviation	t	df	Sig.
Male	254	3.6988	.60280	-2.595	358	0.010**
Female	106	3.8774	.57565			

*significant at 0.01 level

From the table it is evident that there is a significant difference in opinion regarding job commitment at 1 per cent level between male and female teachers. The values shows that the female teachers are more committed than the male teachers.

Table-2: Job Commitment of college teachers: t – test (Government and Self financed)

Institution's Status	N	Mean	Std. Deviation	t	df	Sig.
Govt. and aided	121	3.6033	.67125	-3.382	358	.001**
Self-financed	239	3.8260	.54636			

*significant at 0.01 level

 ISSN 2322 - 0899

Table 2 apparently depicts that there is a significant difference in opinion regarding job commitment at 1 per cent level between the teachers of government and self financing colleges. The value shows that the teachers of self financed institutions are more committed than the other one.

Table-3: Job Commitment of college teachers: t – test (Permanent and Ad-hoc)

Nature of Employment	N	Mean	Std. Deviation	t	df	Sig.
Ad-hoc	172	3.6453	.65946	-3.252	358	.001**
Permanent	188	3.8484	.52244			

*significant at 0.01 level

From the table 3, it seems that there is a significant difference in opinion regarding job commitment at 1 per cent level between the teachers working as a permanent employee or on ad-hoc basis. The value shows that the teachers who were permanent employee are more committed than those working on an ad - hoc basis.

As far as the classification (involving more than two groups) of teachers based on personal/institutional variables is concerned, the significant difference in opinion is observed among different groups of teachers classified based on qualification and teaching experience and results are produced in Table 4.

Table- 4: Teachers' Job Commitment: F- test

Personal /Institutional variables	Sum of squares	Df	Mean Square	F	Sig.
Qualification					
Between Groups	5.546	4	1.386	3.983	.004*
Within Groups	123.565	355	.348		
Total	129.110	359			
Teaching Experience					
Between Groups	5.073	5	1.015	2.896	.014*
Within Groups	124.038	354	.350		
Total	129.110	359			

*significant at 0.05 level

From the table (table 4), it is found that there was a significant difference in opinion of the teachers at 5 per cent level between the groups classified based on educational qualification, teaching experience with regard to job commitment and there was no significant difference between groups of teachers classified on the basis of age, industrial experience, designation, and salary, accreditation status. (For results refer Appendices 4.1 & 4.2)

We may conclude that the null hypothesis stated in earlier is rejected with regard to gender, educational qualification, teaching experience, aid status, and nature of employment. Therefore, the level of educational qualification, level of teaching experience, gender, and institution's aid status and employment type bear an influence on the extent of commitment towards the job. On the other hand with regard to remaining personal and institutional variables it is accepted. Thus, age, industry experience, designation, and salary do not have an influence on the extent of job commitment of the teachers.

FACTORS INFLUENCING JOB COMMITMENT

Factor analysis groups the number of variables into a smaller set of uncorrelated factors potentially conveying a great deal of information. It tells which variables go together, and which ones virtually measure the same thing.

Principal Component Analysis with the application of Varimax Rotation was used and inferences are made based on latent roots (Eigen values) and Factor loadings. Only the factors having eigen values greater than "one" were considered.

ISSN 2322 - 0899

An eigenvalue is the sum of the squared values of factor loadings relating to a factor. It indicates the relative importance of each factor in accounting for the particular set of variables taken under the study. Factor loadings are values that explain how closely the variables are related to each one of the factors discovered. They are factor-variable correlations. It is the absolute size of the loadings that is important in the interpretation of a factor.

The Factor model is as given below:

Fi =Wi1X1+Wi2X2+ .... WikXk. Where, Fi = Estimate of the ith factor;

Wi = Weight or 'Factor score co-efficient; K = No. of variables;

Xl, X2 .... Xk= Variables

As far as job commitment is concerned, 10 statements were used for collecting information from the teachers. Extraction method of factor analysis helped us to choose the prominent components (i.e. Components with Eigen-values more than one) and each component contained a bunch of statements which are closely related.

Table 5 contains the components in the order of their significance, their eigenvalues, the percentage of variance and cumulative percentage.

Table – 5: Total Variance for Job Commitment

Component	Initial Eigen-values	% of Variance	Cumulative %
1	3.494	24.958	24.958
2	1.687	12.050	37.008
3	1.117	7.976	44.984
4	1.051	7.507	52.491
Extraction Method: Principal Component Analysis.			

Table 6 pools the statements pertaining to each component, which is treated as a single factor, which influence the job commitment.

Table-6 :Rotated component matrix for job commitment

Components	Factor loading	Eigen values	Variance
Factor I- Work Effectiveness			
Subject expertise	0.572	3.4941	24.958
Caring attitude towards students	0.704		
Work family balance	0.747		
Freedom for new ideas	0.436		
Factor II- Departmental Cohesiveness			
Openness with supervisor	0.628	1.6870	37.008
Contentment through job	0.542		
Relation with co-teachers	0.780		
Factor III- Loyalty towards the institute			
Service continuity	0.540	1.1166	44.984
Feel for Institution repute	0.553		
Feel part of the organization	0.709		

Support to research work	0.714		
Factor IV- Occupational Loyalty			
Teaching pedagogy	0.737	1.0510	52.491
Natural commitment	0.709		
Need of appreciation	0.505		

Factor analysis resulted into four important factors. Factor I, Work Effectiveness, is being loaded with those many statements pertaining to justified allocation of subject valuing teacher’s forte in that subject. It was an important factor repeatedly reported by the teachers, and ths also notifies the ability and sincerity of the recruitment bodies of the institution towards hiring and retaining the quality teachers. It required personal attention of department supervisors to get it done and in case of scarcity of staff notify it to the concerned. Caring attitude of the teacher towards students and balance between personal-professional lives of a teacher, both call for personal effort of a teacher to maintain at his own end. Accompanying it, a certain amount of freedom for teachers' creativity to emerge with new methods of teaching should to be granted. This factor had the highest Eigen value 3.4941 with 24.958 percentage of variance.

Next factor II, Departmental Cohesiveness, which depicted dependable trust on colleagues and self-work satisfaction. These statements had the Eigen value 1.6870 with 37.008 percentage of variance. Like any other work group teachers point out about supervisors’ support and friendliness of peers. Factor III, Loyalty towards the Institute’ (working presently), had the Eigen value 1.1166 with 44.984 percentage of variance. This set of factors specifies teachers’ attitude about their service continuity, the fame of the institute and expectation from institution in terms of consideration in decision making processes and support for the novel research work. The last factor, factor IV, ‘Occupational Loyalty’, had the Eigen value 1.051 with 52.491 percentage of variance. Teachers point toward their hope for admiration of work and lacking it their commitment may perhaps deteriorate.

It clearly exposed that the job commitment of teachers to a considerable extent was dependent on right subject allocation as per teachers’ expertise area, support from colleague moreover from department head, work life balance and freedom for new teaching learning techniques. Precisely, we may say that contentment felt from work promulgate better job commitment.

CONCLUSION

The present study sought to determine the job commitment characteristics of the employees of the technical institution. Factor analysis for the same has been done in the light of items constructed to evaluate job commitment.

The differential analyses (t-test and ANOVA) illustrated that there is difference in the commitment level of male and female teachers. Female teachers show more commitment than male teachers. This finding is very much in line with the past studies by Hrebinick and Alutto (l977), who emphasized that women have been found quite consistently to be more committed than men, to their employing organization.

Another prominent finding was that the teachers who were having higher qualification proved more committed to teaching than the teachers having a merely postgraduate qualification. This finding was contrary to the finding of the survey conducted in industrial organizations where it was found that commitment is inversely related to educational attainment (Steers, l997 and Mowday, l982). Also, the teachers who have more teaching experience showed more job commitment. Thus it can be said that the teachers with higher qualification and high experience show better commitment to teaching. This is quite understandable that the teachers who have additional qualification apart from the obligatory qualification always go up in their career. Naturally, they are inclined to update subject knowledge by being in touch with novel research and changes. The mastery over the subject and the position they hold, can make them very confident in their classroom teaching. Teachers with higher qualification indicated more commitment signifies the need of qualified, experienced and committed teachers in the technical institutions.

The job commitment of teachers of selected institutions was found moderately high. However, there are some prerequisites, like recent teaching paraphernalia as LCD, internet, intranet, standard libraries, resources for further research and development. Teachers were troubled due to job insecurity, lack of transparency in the system, incomparable salary, self centeredness of seniors, and of course a feeling of remoteness and disrespect. The findings conveyed that both these facilities and concern were lacking in some of the institutions or there were a lack of strive on the part of the teachers to gain them.

Seeing the teachers' job commitment, the differential analyses (Z-Test and ANOVA) indicated a significant difference between male and female teachers. These findings were very much on the line of the past studies by Hrebinick and Alutto (l977), which pointed out that women have been found quite consistently to be more committed than men to their employing organization. In 1992, Coladarci, in his study also found teaching commitment was higher for female teachers. Similar findings were noted by a survey conducted in 1997 by National Centre for Education Statistics, US.

Another prominent finding was that the teachers having higher qualification (Ph.D) show more job commitment to teaching than the teachers having a mere PG qualification. This finding was contrary to the findings of the study conducted in the industrial organizations where it was found that commitment is inversely related to educational attainment (Mowday et al. l982 and Steers, l997). Also, the teachers who were having more teaching experience showed more job commitment. Like the Metropolitan life, 1985 and Bird and Little, 1986 our study revealed that salary is unrelated to commitment to teaching.

Precisely, we may say that the teachers with more experience show commitment to the teaching. This is quite understandable that the teachers who have 'additional qualification' apart from the mandatory qualification always go up in the career ladder. Naturally, they are inclined to update subject knowledge through journals and magazines. For them handling classes, is a pleasant experience. There is always a hope that they will have a good future. The mastery over the subject and the position they hold enable them to be more confident in their classroom teaching. As far as the caring attitude towards students is concerned, the teachers from self-financing colleges scored quite qualitatively than the government and aided colleges. These findings highlight effectiveness of the Self financing colleges, in self-financing colleges the teachers are made to be more accountable with regard to students' progress. The management of these colleges normally requires them to handle extra classes for slow learners, and the teachers are supposed to offer career guidance and counseling to students. Hence these students are more pronounced than the teachers of government and aided colleges. Analysing teachers, in the low and medium experience categories showed less job commitment than those of in the high experience category. Punia, (2000), in his study examined the commitment status of university teachers and concluded that they were highly committed towards their job and organization as well but more committed towards their job.

While analyzing teachers' opinion about choosing this profession again in the other way to by asking what he would like to be if he gets another opportunity? 12 per cent of them express reservation about their choice of this profession which was 36 per cent earlier in 1981, according to the report of National Education Association. Many factors may be such as student behaviour, collegial and administrative support, parental demands, national education policies are affecting their perception in this regard.

Factor analysis revealed four factors petertaining teachers' level of commitment of the selected institutions . The factors work effectiveness, departmental cohesiveness, laoyality towards the organization, and occupational loyality. In his theory Salanicik (1977) emphasized that the commitment of an employee must be reflected in his behavior rather than attitude. Commitment is seen as a quality which separates the 'caring' or 'dedicated' from those 'who are not concerned about the students or who 'put their own comfort first'. It is also the characteristic which divides those 'who take the job seriously' from those who 'do not care how low their standards sink', further it distinguishes those who see themselves as 'real teachers' from those whose main occupational interests lie outside it (Nias, 1996). Accordingly, everyone in this profession can think in this concern and take a chance to review.

REFERENCES

- Artiguas, Desiree., Narendran, Sunitha. and Gourlay, Stephen (2012). Individual differences in organisation-based self-esteem - A case study in Venezuela. *Paper presented at the annual meeting of the BALAS Annual Conference, Adolfo Ibáñez University (UAI) School of Business, Rio de Janeiro, Brazil*, (Mar 27).

- Beheshtifar , M., Safarian, M. (2013). HR maintenance: A vital factor to promote job commitment. *International Journal of Academic Research in Business and Social Sciences February,* 3(2), 197-202.
- Bird, T., & Little, J. W. (1986). How schools organize the teaching occupation. Elementary School Journal,86, 493-511
- Day, C. (2004). *A passion for teaching*. London*:* Routledge Falmer.
- Coladarci, T. (1992). Teachers' sense of efficacy and commitment to teaching. Journal of Experimental Education, 60, 323-337.
- Ebmeier, H. and Nicklaus, J (1991). The impact of peer and principal collaborative supervision on teachers' trust commitment, desire for collaborations and efficiency. *Journal of Curriculum and Supervision*, 14 (4), 351-369
- Elliott, B. and Crosswell, L. (2001) 'Teacher commitment and engagement: The dimensions of ideology and practice associated with teacher commitment and engagement within an Australian perspective', paper presented to the Australian Educational Research Association Conference, Brisbane, December
- Hrebinick, L. G. and Alutto, J. G.(1972). Personal and role related factors in the development of organizational commitment. *Administrative Science Quarterly* ,18, 555–573.
- Kaul, L. *(*1972*)*. Factorial study of certain personality variables of popular teacher in secondary school, Unpublished Ph.D. dissertation, Department of Education, Kurukshetra University. Kurukshetra
- Mart C.J. (2013). Commitment to school and students. *International Journal of Academic Research in Business and Social Sciences,* 3(1), 336-340.
- Metropolitan Life Insurance Co. (1985). Former teachers in America. New York: Author.
- Mowday, R.T. Porter, L.W., and Steers, R.M. (1982). *Employee- organization linkages: The psychology of commitment, absenteeism and turnover.* New York: Academic Press.
- National Centre for Education Statistics (1992). *Teacher attrition and migration.* (issue Brief No. NCES-1B-2-92) Washington DC. (ERIC Document No. ED 352356)
- Nias, J. (1996), Thinking about feeling : Emotions in teaching. Cambridge Journal of Education, 26(3), 193-206
- Niehoff, B.P., Enz., C.A. and Grover, R.A. (1990). The impact of top management actions on employee attitudes and perceptions. *Groups and Organisations Studies*, 15 (3), 337-352.
- Punia, B.K. (2000), "Commitment among University Teachers – A Comparative Analysis", University News, 38(18), April 10, 7-10.
- Salinicik, G. 1977, Commitment : *New Directions in Behaviour*- Chicago : St. Clair Press
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences.* Thousand Oaks, CA: Sage.
- Steers, R.M. (1997). Antecedents of outcomes of organisational commitment. *Administrative Science Quarterly*, 22,46-56.

International Journal of Research in Management & Social Science
Volume 2, Issue 2 (IV) : April – June , 2014

ISSN 2322 - 0899

FATE AND PROTECTION OF WOMEN IN CONFLCT SITUATIONS; A DISPASSIONATE APPRAISAL OF THE LAW

Dr. Agbo J. Madaki
Faculty of Law, Catholic University of Eastern Africa, Nairobi, Kenya

ABSTRACT
Women are hardly the cause of wars but yet bear disproportionately the consequences of such conflicts which include from unlawful killing, torture, forced displacement and starvation, rape, forced prostitution and widowhood. In this paper we have examined the nature and pattern of gender based violence and violation of human rights during conflicts and the danger such atrocities portend for the larger society. We have also undertaken a dispassionate appraisal of all relevant humanitarian laws in order to determine the adequacy or otherwise of such laws.

1.0 Introduction
Since the very dawn of time, earthly existence has been inexorably attended by the threat of violence.[i] The history of mankind is the history of man's struggle to return to the state of perfection that existed in the Garden of Eden before the great fall occasioned by sin and rebellion. In man's endless bid to return to this state of Eldorado, albeit woefully, man has encountered, and continues to encounter frustrating obstacles and hindrances resulting into animosity and unresolved altercation.[ii] Nothing much has changed as the world is plagued needlessly by many conflicts, so much so that it has become axiomatic to state barefacedly that conflicts are inevitable.

The actual statistics benumbs the mind. The United Nation (UN) Department of Disarmament Affairs has recorded over 150 armed conflicts in developing countries since 1945.

The continent of Africa is neither spared nor short of conflict flash points. To say the least, Africa is the epicenter of most of the conflicts the world has witnessed in the last century and now. Koffi Annan painted a realistic assessment of the African situation when he reported:

> Conflict in Africa poses a major challenge to the United Nations' efforts designed to ensure global peace, prosperity and human rights for all. Although the United Nation was intended to deal with inter-state warfare, it is required more and more often to respond to intra- state instability and conflict….."

The report further gave a disturbing and alarming statistics of the regularity of intra-state conflicts in Africa when Kofi Annan stated:

> Since 1970, more than 30 wars have been fought in Africa, the vast majority of them intra-state in origin. In 1996 alone, 14 of the 53 countries of Africa were afflicted by armed conflicts accounting for more than half of all war-related deaths world-wide and resulting in more than 8 million refugees, returnees and displaced persons. The consequences of these conflicts have seriously undermined Africa's efforts to ensure long-term stability, prosperity and peace for its people.[iii]

But then what is conflict within the context of this paper? According to Wikipedia;

> Conflict refers to some form of friction, disagreement, or discord arising within a group when the beliefs or action of one or more members of the group are either resisted by or unaccepted by one or more member of another group. Conflict can arise between members of the same group, known as intra-group conflict or it can occur between members of two or more groups and involve violence, interpersonal discord, and psychological tension, known as inter-group conflict.[iv]

While this definition may not capture every aspects of the word conflict, but from an etymological perspective it is very lose to our concept of a conflict situation.

However, Article 3 of the Geneva Convention1949 and Article 1 of the Additional Protocol II of 1977 is of little help to us here as this paper is more concerned with internal conflicts. Be that as it may the combined reading of the Geneva Conventions and the Additional Protocol respectively may throw some light on the meaning of conflict situation. We therefore adopt the International Committee of the Red Cross abridge definition which defines internal conflict as:

 ISSN 2322 - 0899

> "Protracted armed confrontation occurring between government armed forces and the forces of one or more armed groups, or between such groups arising on the territory of a State party to the Geneva Convention. The armed confrontation must reach a minimal level of intensity and the parties involved in the conflict must show a minimum of organization.[v]

This definition fits perfectly into the African situation where most of the intra-state conflicts are between government forces and rebel groups. This was the case in Angola, Liberia, Sierra Leon, Sudan, Somalia, Democratic Republic of Congo (DRC), where the M23 Rebel group continue to have the upper hand and South Sudan of late has joined the rank.

Unlike in the past, today close to 90 percent of war casualties are civilians, majority of who are women and children. According to a report prepared by the ECTC titled "Women and War" and based on two years of research from 1998 to 1999, approximately 80% of war victims are women and children. This is mainly because military conflicts commonly engulf towns and cities instead of only frontline areas.[vi] Women face many challenges in conflict and post conflict situations, including excruciating poverty, displacement from places of abode, rape and other forms of sexual violence and loss of family. Of all these challenges, rape is the commonest and is deployed as a tool of war.

In recent years, mass rape in war has been documented in various countries including Cambodia, Liberia, Peru, Bosnia Sierra Leone, Rwanda, the Democratic Republic of Congo, Somalia and Uganda. At least 250,000, perhaps as many as 500,000 women were raped during the 1994 genocide in Rwanda according to reports from the World Bank and UNIFEM[vii]

One of the well-known and regrettable tragedies of the Post-Election Violence (PEV) in Kenya 2007/2008 was sexual violence and this is much was acknowledged in the Waki Report. The Commission heard evidence from women, men, girls and boys who were raped sodomized and had their genitals mutilated. Of course, women and girls were the most affected.[viii]

It is not as if women nay civilians are exposed to the collateral vagaries of conflict without any protection. Both domestic and international Humanitarian Law has ample legislation offering protective shield to these groups of people. Notably are the four Geneva Conventions of 1949 and the two Additional protocols of 1977. We are in this paper, undertaking a dispassionate appraisal of all relevant humanitarian laws with a view to determining the adequacy and efficacy of such laws.

2. NATURE AND PATTERN OF GENDER BASED VIOLENCE AGAINST WOMEN IN CONFLICT SITUATIONS

Women are hardly, even remotely, the cause of conflicts anywhere in the world but sadly and regrettably they are the most affected from the consequences of such conflict when war erupts. Suffering and hardships invariably follow. Conflict is the breeding ground for mass violation of human rights including but not limited to unlawful killings, torture, forced displacement and starvation. Available data suggests that women constitute a major percentage of victims.

According to Anne Murray, though war is perceived as a male activity and indeed those involved militaristic actions are overwhelmingly men, it is the women and children who bear the cost in the many civil wars of our time. She further states:

> War affects women intensely and disastrously. In addition to the complication of caring for a family during wartime, women face displacement from home, separation from loved ones, and extreme abuse including rape, torture and death.[ix]

We shall now examine specific pattern of gender-based violence during conflict situation.

2.2 Sexual Violence

Sexual violence resulting from conflict situations can be categorized into mass rape, military sexual slavery, forced prostitution, forced marriages, forced pregnancies, multiple rapes and gang rapes. Rape in particular is used as a tool of war. Women and girls are singled out because the harm and humiliation inflicted not only hurts the victims, but also seriously harm the men in the targeted community. According to experts, such sexual violation of women, erode the fabrics of a community in a way that few weapon can. [x]

ISSN 2322 - 0899

The consequences of rape can be very critical to the victim. Next to the physical and psychological injuries caused by the act itself, it can mean a breaking point in the lives of women, especially in many societies that place high premium on the chastity of women.[xi] In countries like India it means she could be ostracized, not considered worthy of marriage, rejected by her family or even accused of adultery, prostitution or bringing dishonor to the family.[xii]

The reason why rape is often deployed as a tool of war is common place; it is aimed at humiliating the enemy by destroying their dignity and consequently affecting their urge to fight. At the community level, it is used as a strategy to subject and terrify them and to break any iota of resistance in them.

Rape is a terrible thing with dire consequences. In Kenya, 93 percent of the women who were raped during the PEV got pregnant and even got infected with the deadly virus of HIV/AIDS and other sexually transmitted diseases out of the ordeal.[xiii]

2.3. Dislocation and Displacement from Homes

One of the natural consequences of conflict is the dislocation and displacement of the victims from their normal place of residence and thus altering the family system. The United Nations, High Commission for Refugees (UNHCR) reported that there were 43.3 million forcefully displaced people worldwide at the end of 2009, the highest numbers since the mid-1990s. [xiv]

In the aftermath of the elections held in December of 2007, Kenya burst into flames. This period of violence saw more than a thousand killed and between 300-500,000 internal displaced persons (IDPs), most of whom are women and children.[xv] Other reports put the figure at an estimate of 664,000 displaced Kenyans with 350,000 of them found in 118 temporary shelters as more than 78,000 homes were burnt.[xvi]

A survey by PeaceNet shows that the Rift Valley Province bore the largest number of IDPs as 49% came from the areas between Naivasha and Eldoret. In the Rift valley most ethnic groups were displaced either in the first wave of violence or the revenge attacks that followed.[xvii]

The number of internally displaced persons occasioned by conflict in Africa is not restricted to Kenya alone. As of 2012; there were over 19.4 million, IDPs in 18 sub-Saharan countries including the Democratic Republic of Congo, Sudan, Somalia, Mali and even Nigeria. The largest displacement took place in DRC where a million fled worsening violence in the provinces of North and South Kivu, Orientale and Katanga bringing the total of IDPs in that country to 2.7 million.[xviii]

Displacement and dislocation bring about its own challenges. Family contacts are lost; women and even the girl child are sexually exploited even as some offer their bodies in exchange for little favors. The impact of displacements is more on women as they constitute more than 75 % of displace people. Women refugees remain vulnerable to violence and exploitation while in flight as well as in countries of asylum and during repatriation.

Other forms of violence include half-widowhood, trauma, broken marriage, deprivation of conjugal rights, murder and bodily harms.

3. THE LAW TO THE RESCUE

Sadly, no region of the world has been immune from experiencing sexual and gender based violence in the context of militarism. We want to make sure that survivors of sexual violence and war time rape have full access to justice and effective reparation[xix]. Mathu Malhotra

Access to justice for survivals of war- time crime is indeed very crucial. However, preventive measures are even more important and it is this wise that the nations of the world have Bill of Rights and also have ratified most of the conventions forming the corpus of International Bill of Rights. These instruments include national constitutions, regional human rights charters, such as the African Charter on Human and People Rights[xx] and International Conventions which include the Geneva Conventions of 1949, the UN Charter, the United Nation Declaration of Human Rights 1948, the International Covenants on Civil and Political Rights,[xxi] the UN Convention Against Torture (CAT),[xxii] the International Criminal Court Status, 1998, Convention Relating to Status of Refugees and Conventions on the Eradication of all Forms of Discrimination against women among other.

ISSN 2322 - 0899

We shall now appraise some of these laws.

i.National Constitution (as in Constitution of the Republic of Kenya.)
The Kenyan Constitution guarantees rights and fundamental freedoms to every person to the greatest extent consistent with the nature of the right or fundamental freedom.[xxiii] Specifically **Article 27 of the Constitution provides that every person is equal before the law and the right to equal protection and equal benefit of the law and that women and men have the rights to equal treatment.** This in effect means that women in conflict situations are entitled to the protection of the law and there are duties incumbent upon the state of Kenya under Article 21 of the Constitution.

Rights the protection of which are most essential in conflict situations include right to life, freedom from discrimination, right to human dignity, freedom and security of the person which prohibits torture in any manner, whether physical or psychological, freedom from slavery and servitude right to privacy and right to family life.

These rights as far as women and other vulnerable group are concerned were observed in the breach during the PEV.

ii).The African Charter on Human and Peoples Right (the Charter)
The charter is deemed to form part of Kenyan law under Article 2(6) of the Constitution. Under Article 2 of the Charter, every individual is entitle to the enjoyment of all the rights and freedoms recognized and guaranteed in the charter without distinction such as race, ethnic group, colour, sex etc. It further guarantees the inviolability of human life, the dignity inherent in a human being, right to liberty and movement, the right to enjoy the best attainable state of physical and mental health among others.

Therefore state parties undertake to adopt legislative and other measures to give effect to them. Towards this end, the African Court on Human and peoples Right was established as a regional court to adjudicate on compliance with the charter.

iii).Geneva Convention
The Geneva Convention comprised of the initial three treaties concluded in 1864, 1906, 1929, and the fourth one of 1949. They established the standard of international law for the humanitarian treatment of war. The term “Geneva convention” denotes the agreement of 1949 negotiated after the Second World War (1939-1949), which updated the terms of the first three treaties and added a fourth treaty. Among other thematic issues covered, the Geneva Convention defines the rights and protections afforded non-combatant. Of more interest to us is the Convention No.IV which deals with the protection of civilian in time of war and the first and second Additional Protocols of 1977 relative to the protection of victims of International Armed Conflict and Non-International Armed-conflict respectively. Protocol II therefore is more relevant to this paper as our focus is more on Non-International Armed Conflict the definition of which we have already given. Article 3 of the Convention and the protocol II clearly define the protection offer to non-combatants in internal conflicts and states that **person taking no active part in hostilities, including military persons who have ceased to be active as a result of sickness, injury or detention should be treated humanely,** and prohibit the following acts:

i. Violence to life and person, in particular murder of all kinds, mutilation, cruel treatment and torture.
ii. Taking of hostages,
iii. Outrages upon personal dignity in particular humiliating and degrading treatment, and
iv. The passing of sentences and the carrying out of execution without previous judgment pronounced by a court property constituted.

The wounded and the sick shall be collected and cared for. The most serious crimes are termed **grave breaches**. What is considered grave breaches will include:

i. Willful killing, torture or inhumane treatment, including biological experiments.
ii. Willfully causing great suffering or serious injury to body or health.
iii. Compelling someone to serve in the forces of a hostile power.
iv. Willfully depriving someone of the right to a fair trial.
v. Taking of hostage etc.

 ISSN 2322 - 0899

This may not appear all inclusive as offences such as rape and forced prostitution are not mention, but be that as it may, a dispassionate interpretation of the Geneva Convention will review that the grave beaches called 'outrages upon personal dignity' extends to such offences. Gladly since the Beijing Conference in 1995 there has been important development at the international level in the treatment of crimes committed against women in conflict situations. Rape is now incorporated as a crime against humanity in the statutes of the ad hoc tribunals created by the U.N Security Council to address crimes committed in the former Yugoslavia and Rwanda. Both tribunals have issued several indictments relating to sexual offences, and the Rwanda Tribunal has recorded one conviction for genocide including as a result of sexual violence.

Furthermore the jurisdiction of the International Criminal Court extends to gender-based offences as crimes against humanity now includes rape, sexual slavery, enforced prostitution, forced pregnancy and enforced sterilization.[xxiv]

It is gratifying to note that nations are obligated to enact and enforce legislation penalizing any of those crimes. Nations also are obliged to search for persons alleged to have committed these crimes, or ordered them to be committed and to bring them to trial regardless of their nationality and regardless of the place where the crime took place.

4. OBSERVATIONS

From this paper it would appear that conflict are inevitable especially in Africa where the causative factor hide beneath the surface like a volcanic mountain. Elections are hardly free and fair, corruption is the order of the day and, of course unequal allocation and distribution of resources thus fueling feelings of marginalization.

Although entire communities suffer the consequences of armed conflict, women and girls are particularly affected because of their status in society and their sex. Notwithstanding these naked realities, women are hardly involved in the peace process. The statistic is appalling. According to a report by Gender Action on Peace and Security (2011), over the last 25 years only 1 in 150 peace treaty signatories are women. Only **9 percent of the 14.000 police officer and 2 percent of the 85.000 military personnel in UN peace- keeping operation are women.** There have been **no female chief mediators in UN-brokered peace talks**. Between 1990 and 2010 **only 12 out of 585 peace accords referred to women's need** in rehabilitation and reconstruction.[xxv]

We also observe that most international efforts deals more with symptoms rather than been channeled towards ending the conflict. The situation in the DRC is a case in point. It is further observed that not withstanding the preponderance of gross violation of human rights during and after the Post-Election Violence in Kenya nothing much has been done to bring the perpetrators to book, thus leaving the victims seething in pain and anger which may snowball to retaliatory measures. This benign attitude towards the prosecution of these heinous crimes made nonsense of the report of the **WAKI Commission**(CIPEV) which recommended inter alia, the establishment of the **Special Tribunal for Kenya to try individuals that bear the greatest responsibility for the crimes committed during the violence** between the 27thDecember 2007 and 28thFebruary 2008.

If such a Special Tribunal was created as was done in Sierra Leone the on-going prosecution of Kenyan leaders at the ICC would have been avoided.

Kenya historically is bisected with inherent conflicts as a result of foisting unwilling partners into new union through colonialism thus creating the fertile ground for the perpetuation of injustices now popularly known as historical injustice. Passive attention has been given to these sublime issues and they therefore serve as the triggers for violence. In attempt to doused the flames of the PEV, Parliament **passed the Truth, Justice and Reconciliation Commission Act 2008 (TJRC)** on 27TH October 2008. The Commission was eventually set up with a mandate inter alia to:

> Seek and promote justice, national unity, reconciliation and peace among the people of Kenya by inquiring into human rights violation in Kenya and recommending appropriate redress for the persons and communities who have suffered injury, hurt, damage, grievance......

The TJRC has since submitted its report to the President but not much is being done on implementation. Ordinarily victims of human rights abuses can explore the jurisdiction of the local courts in seeking redress but regrettably only the High Court in Kenya is vested with original jurisdiction in this regard according to Art.23(1) of the Constitution. Considering the land- mass of Kenya, this provision may and actually amounts to

 ISSN 2322 - 0899

a denial of the right of access to justice to victims who very often are indigent and can hardly afford the services of advocates not to talk of transportation and handling expenses.

Even the current resort to the High Court Civil Procedure Rules 2010 in enforcing human rights is not only technical but cumbersome too.

4. RECOMMMENDATIONS

Violence against woman in conflict situations is on the rise and the attention being paid to the scourge begs the issue. We are in agreement with Maguire that "the time has come to have a rethink by beginning to see sexual violence as a threat to international peace and security" in order to invoke the rules of international law that allows for the intervention in the affairs of another nation on humanitarian grounds if global peace and security is threatened.

Rape is a crime that is inhuman and causes a great physical and psychological injury to the victims, and in conflict situations it is used as a systematic attack to the civilian population and therefore qualifies as a crime against humanity. Our countries must therefore rise up to the occasion under the Geneva Convention by hunting down the perpetrators and bring them to book in line with Article 129 and 130 of Geneva Convention III.

Belligerent forces and peace keepers are all guilty of sexual assault on civilians during conflicts; therefore there should be additional mechanisms to be explored to enhance the observance of **IHL** and incorporate the teaching of human rights into the training manuals of all combatants whether of regular army or not.

There is the need to reconcile doctrines and policies of peace- keeping/peace- enforcement with those dealing with protection of civilians in order to bring more coherence to the Department of Peace keeping Operation of the United Nations (DPKO).

Peace-keeping, peace-enforcement and protection of civilians should be merged into a coherent and common concept of protection of civilians against deliberate violence.

Adequate humanitarian access in times of conflicts is also recommended. Access is fundamental prerequisite for humanitarian action which is often, the only means of survival for millions of vulnerable people caught in conflicts. However, such access continued to be constrained deliberately or otherwise and as such tens of thousands desperate for assistance and protection receive neither. Approaches such as temporary cessation of hostilities, humanitarian corridors, de-confliction arrangement and delay of tranquillity are recommended.

5. CONCLUSION

The United Nations Organisation is not resting on its oars in her bid to make the world safer and better for all, but much still need to be done. In 2000, UN member states made a commitment to supporting women's peace building roles by unanimously adopting UN Security Council Resolution 1325(UNSCR 1325) on Women, Peace and Security.

Other similar resolutions passed by the security council includes UNSCR 1820 and UNSCR 1888 which recognises sexual violence as a weapon of war and UNSCR1889 which reinforces UNSCR 1325 on the importance of women participation in peace building and post-conflict reconstruction.

Finally in conclusion, we reproduced the suicide note of Rose Chanu who was gang- raped in the night of 4th march 1974 by Major pundir and Capt. Nag. Read and be agitated

Most beloved…

In a world seeded with envy, our love shall never bloom together like those lovely flowers in the same stalk but we will bloom radiantly in that pure everlasting place of our true love. That I am leaving this world should not bereaved you to utter melancholy. A life driven by gale of sorrow and unrequited words mortify my soul and leave me to choose only this lone way. For the days to come, we made promises to be one and together in our lifelong journey. But oh! My love I could not made for that moment! Oh! My life none is there to receive your lot.

What a pity! Oh! My vanquished soul every second bear the brunt of bereaved feelings, bringing me to the threshold of defeat. Even the tears which flow like an eternal spring now dries up. Those tears were the only

 ISSN 2322 - 0899

image of my life. I will be remembering in those looming darkness of hell the tale of you and I. From dust to dust let this body embrace its birthplace; let the earth dissolves my remains. Oh! How enviable for that last glance, to see one last time of my image in your eyes, but alas! Fate deceives me at this last hour. I choose my own disgraceful death and lo! I will walk as an outcast forever. My love when you remembers me, turn your eyes to those darkest horizon for I reside forever in the abyss of darkness. There, you will find me treading all alone with a heavy sigh of regrets in that long darkness.

Love of my life! Feeling of sweet remembrance of those long hearty laughs and sharing each other woes fills my memory. At the dead of this night, far from here my love a deep slumber will be taking you to pleasant dreams. My last wish to see your visage shall ever remain unfulfilled as you are far from me… far across these ranges of hills.

For my lovely friends, though I am unable to write each a parting letter I plead to you to tell them my last farewell. In this early morning, I am glancing over the distance of your lovely place Bungpa. Remember, my love how I wish to shower all my feelings and love, all I have for you like a cascade flowing down in your ocean of love. Have you ever received the letter I sent to you on 6-2-73? What could have happened for not returning any reply from your side? I have waited long and I am still waiting, but at the moment life steals away stealthily. Why and how did we ever get parted will only be known after you escape from this world. Oh Hell! Oh! Abyss of Darkness! I loathe going that dark passage. No one shall ever know who betrays whom. The secret is entombed forever.

The life of a maiden dries up from blooming into a lovely flower and lays in the heathen… unadorned, unaccepted, untouched. Only regrets on my part for I am choke with words which I unable to tell you everything at this moment. What remains of the sad tale I will narrate to you closely in another life time, in another eternity. I will end with this note my love! That the only words that erupt from the truest, innermost part of me is the saddest part of our parting, the story of our failure to be together again.

Your Rose."

---

[i]*Understanding Violence: Contexts and Portrayals* (ed. Guggisberg & Weir) 2009 Inter-Displinary Press.

[ii] Conflict are so inevitable that the bible dedicated a whole chapter to the laws concerning war cf. Deuteronomy 20, 23:9 and 24: 5

[iii] Annan, K. " The Causes of conflict and the Promotion of Durable Peace and Sustainable Development in Africa 1998. In *Human Rights Peace and Justice in Africa. Ed. Heyin and Stefiszyn Pretoria university Press 2000, p. 237, or www.un.org.*

[iv] En.wikipedia.org/wiki/conflict visited on 19/11/13

[v]ICRC. How is the Term "Armed Conflict" defined in International Humanitarian Law?" Opinion Paper March, 2008.

[vi]www.icrc.org/eng?resources, visited on 19/11/2013.

[vii]www.irin.org. visited on 19/11/2013

[viii]*The Independent Review committee (IREC),*set up to review the finding of the Waki commission. It was inaugurated on 20/03/2008 see p. 66.

[ix] Ann F. Murray "Women Caught in conflict and Refugees situation Human experience. Standford.edu/women_conflict, visited 20/11/13

[x]Magnine : in-depth: Our Bodies-their Battle Ground. Gender based violence in Conflict Zone, Nairobi, 2004 (IRIN)

[xi] Women in conflict Zones- A focus on India 2010 p. 21

[xii]Lindsey, charlotte. Women facing War. ICRC Study on the impact of armed Conflict on Women ICRC October 2001.

ISSN 2322 - 0899

[xiii]Interim Rport of the Post Election Violence, Nairobi Women's Hospital, Gender violence Recovery Centre, and inter-agency. Rapid Assessment

[xiv]Anne Murray Ibid.

[xv] Andreas Jacob. Nairobi Burning. Kenya's Post-Election Violence from the perspective of Urban poor. (PRIF, 2011)

[xvi]Donatella Lorch. Kenya's Post-Election Violence and the Plight of its Internally Displaced, www.donatellalorch.com/articles/violence.visited on 20/11/13.

[xvii]Internal Displacement monitoring Center, www.internal-displacement/org/Africa. Visited on 20/11/13

[xviii] Ibid

[xix]Mathotra is the Director of Amnesty International, Gender, sexuality and Identity Programme

[xx] The Charter was ratified and came into force on 21st October, 1986.

[xxi] The covenant was ratified and entered into force in 1977

[xxii] Ratified and entered into force on 26 Jund 1987.

[xxiii] Article 20(2)

[xxiv]Women and Armed Conflict.www.un.org/womenwatch/drwa/followup/season/press. Visitied on 20/11/2013

[xxv]Women peace and security.Ww.womankind.org. uk/policy_andresouces/women-peace.Visited on 20/11/2013

Xxvi Government of Kenya, Report of the Commission of Inquiry into Post-Election Violence 2008. P472

xxvii The Waki Commission actually recommended in its final report that if the Special Tribunal was not created or was subverted after creation, then the jurisdiction ofthe International Criminal Court be immediately invoked.

ABOUT THE JOURNAL

International Journal of Research in Management & Social Science is a quarterly double blind reviewed research journal of Empyreal Institute of Higher Education, Guwahati, India. It seeks to provide a platform to research scholars, practicing managers, and academicians in business management, commerce and allied fields, to present their research findings and share their views and experiences. Its aim is to promote research education worldwide and to establish acquaintances between management and Information Technology. The journal focuses on issues related to the development and implementation of new methodologies and technologies, which improve the operational objectives of an organization. These include, Project management, logistics, production management, e-commerce, quality management, financial planning, risk management, General Management, Banking, Insurance, International Business, Health Care Administration, Human Resource Management , Non-Profit Organizations, Operations Research/Statistics, Operations Management, Organizational Behavior and Theory, Organizational Development, Organizational Management, Production/Operations, Public Administration, Purchasing/Materials Management, Entrepreneurship, Strategic Management Policy, Technology/Innovation, Tourism and Hospitality, Supply Chain Management, Rural Management, Public Management, Knowledge Management, Business Ethics, Corporate Social Responsibility , Negotiations and Competitive Decision Making, Data Analysis, Hotel Management and emerging trends in allied subjects. The journal provides a forum for researchers and practitioners for the publication of innovative scholarly research, which contributes to the adoption of a new holistic managerial approach that ensures a technologically, economically, socially and ecologically acceptable deployment of new technologies in today’s business practices.

Guidelines for Contributors

1. Manuscripts should be submitted preferably through email and the research article / paper should preferably not exceed 8 – 10 pages in all.
2. Book review must contain the name of the author and the book reviewed, the place of publication and publisher, date of publication, number of pages and price.
3. Manuscripts should be typed in 12 font-size, Times New Roman, single spaced with 1" margin on a standard A4 size paper. Manuscripts should be organized in the following order: title, name(s) of author(s) and his/her (their) complete affiliation(s) including zip code(s), Abstract (not exceeding 350 words), Introduction, Main body of paper, Conclusion and References.
4. The title of the paper should be in capital letters, bold, size 16" and centered at the top of the first page. The author(s) and affiliations(s) should be centered, bold, size 14" and single-spaced, beginning from the second line below the title.

First Author Name1, Second Author Name2, Third Author Name3

1Author Designation, Department, Organization, City, email id

2Author Designation, Department, Organization, City, email id

3Author Designation, Department, Organization, City, email id

5. The abstract should summarize the context, content and conclusions of the paper in less than 350 words in 12 points italic Times New Roman. The abstract should have about five key words in alphabetical order separated by comma of 12 points italic Times New Roman.

Examples of References

All references must be arranged first alphabetically and then it may be further sorted chronologically also.

- Abrams, F. W., (1951), 'Managements Responsibilities in a Complex World', Harvard Business Review, 29(3): 29 – 34.
- Bateson, C. D.,(2006), 'Doing Business after the Fall: The Virtue of Moral Hypocrisy', Journal of Business Ethics, 66: 321 – 335
- French, P. A. (1984), "Collective and Corporate Responsibility", Colombia University Press, New York.
- Morris, C. (1999) *Quantitative Approaches to Business Studies* (5th edn), London, Financial Times Pitman Publishing.
- Khushalani, Lakhan and Kulkarni, Prasad (2007), "Network Security", Presented at the National Conference on Emerging Technologies in Control and Instrumentation, October 19-20 2007, Mumbai: TSEC, 53 – 55.
- Dees, J.G. (2001), "The Meaning of Social Entrepreneurship", Retrieved from: http://www.caseatduke.org/documents/dees_sedef.pdf (accessed 10th December 2010).
- K. Mae Heussner (2008). Jeff Ooi - from digital to political clout? Accessed 15 May 2008 from http://www.Malaysiakini.com.news/78757.

Empyreal Institute of Higher Education
1, Shanti Path ,Opp. Darwin Campus II, Zoo Road Tiniali, Guwahati, Assam
email : info@empyreal.co.in, Ph : 09678310552 / 08472875456