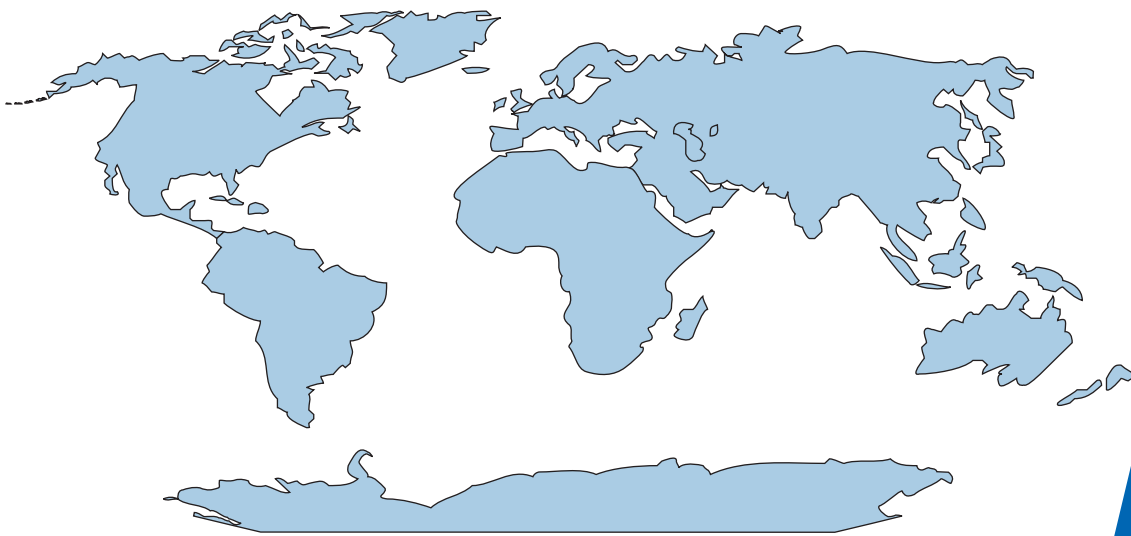


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A STUDY ON IMPACT OF SOCIAL MEDIA ON EMPLOYEE PRODUCTIVITY

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ABSTRACT

A few years ago social media was banned in many businesses. Seen as a dangerous distraction for employees, some even instructed their IT teams to block access to social networking sites in an effort to recover employee time and productivity. The purpose of the study is to investigate the influence of social media on the employee's productivity. It was discovered that the use of social media at work place increased the productivity of employees. However numerous studies have also found the risk of permitting social networking at the work place. The organization should clearly understand the effect of social media at work place before setting policies. The findings contains the nature of employees social networking activities, employees attitude or perceptions with regard to social media in the workplace and how social media can contribute or affect the productivity of employees are discussed in this article.

Keywords: Social media at work place, social networking site, employee's productivity, Facebook at work place.

1. INTRODUCTION

Social media is the interaction among people in which they create, share or exchange information and ideas in virtual communities and networks. In Web 2.0 terms, this would be a website that doesn't just give you information, but interacts with you while giving you that information. This interaction can be as simple as asking for your comments or letting you vote on an article, or it can be as complex as Flixster recommending movies to you based on the ratings of other people with similar interests.

Social networking has become a new trend in the workplace, from analyzing potential employees profiles to promoting a business and encouraging interaction between employees. Websites such as Facebook, Twitter and LinkedIn offer free advertising and other benefits for a company or business, but incorporating social networking into the workplace also opens up a company to some disadvantages.

Social networking plays multiple roles in the workplace. Many workplaces use social networking to allow employees to share information with one another throughout the day or while away from the office and to build relationships with one another. Social networking also provides a way for an employer to learn more about potential and current employees. Many social networking sites also allow a company to promote itself online without paying any advertising costs.

According to a study by Nucleus Research, companies that allow employees to use Facebook during the working hours had a lose of 1.5 percent in productivity. With its wealth of applications, games and status updates, employees may find themselves compulsively checking Facebook throughout the day instead of performing work-related tasks. Allowing employees access to Facebook and other social networking sites for business-related activities may have some benefits, but the distractions available on the websites often outweigh any benefits.

The conceptual paper provides the relationship between social media and employee productivity, and examines whether social media is capable to increase employee performance.

2. LITERATURE REVIEW

Social media call for a new audience relationship framework. Employees who engage in social networking some number of times without corrective action will become more comfortable with their belief that this activity is appropriate for the workplace. It is difficult in terms of rationalization when social networking tools are used for some legitimate work-related activities. In such instances, it becomes much easier for employees to justify time spent on social networking sites, whether the majority of their time is spent doing work-related social networking or not. For example, an employee might be asked to log into a company's Facebook page and post an announcement about an upcoming sale or promotion, a task that might require 15 minutes or so, but then spend an hour or more looking at pictures, posts or other content of friends on Facebook. Thus the legitimate marketing use of the social networking site becomes a significant personal distraction for the employee.

Other key rationalizations for use of social networking while at work include beliefs that an employee can perform their work while online and taking time to socialize online during the workday will keep them happier and thus more productive during the periods when they are focused on their work. While in some instances both justifications may be demonstrated to be feasible, employers surveyed in multiple studies do not generally accept such arguments.

US Department of Labor statistics paint a different picture in which productivity continues to rise?

The answer is simple. Productivity is not a measure of the time employees spend at work engaged in non-work activities. It's a measure of output. And the use of social media can actually help increase employee output. The question isn't whether someone is spending time watching YouTube videos at work. The question is whether they're work is getting done, on time and to the quality standards expected of them.

A study conducted at the University of Melbourne found that employees with access to social networks were actually more productive than employees in companies that block access. According to Dr. Brent Coker, employees who can reward themselves between the completion of one task and the start of another with a visit to their Facebook or MySpace page are more invigorated and get more done. According to the study, they get 9 percent more accomplished than their blocked counterparts.

3. RESEARCH METHODOLOGY:

3.1 Type of research:

This study is based on exploratory research which allows us to gain better understanding of the concept and provides direction in order to initiate a more structured research. This study follows causal research which tries to explore the effect of one variable on another.

3.2 Objective's:

1. Primary objective

- ✓ To study and analysis the effect of social media on employees productivity at work place.

2. Secondary objective's

- ✓ To find out the percentage of social media users during their working hours.
- ✓ To find out the amount of time spent on social networking websites.
- ✓ To understand the impact of social media updates on working mood of employees.
- ✓ To understand the attitude of employer towards the use of social media at work place.

3.3 Research design:

The research used is exploratory and casual type of research design in the study.

3.4 Data sources:

The Primary data is collected by distributing structured questionnaires to employees. Secondary data collection sources used for this study includes various research journals and websites.

3.5 Scope of study:

This study helps the organization to understand the effect of social media on employees productivity at work place and will be able to overcome the myth that "social media will bring down the employees productivity".

3.6 Sampling Techniques:

The samples chosen for the current study are based on a random selection of employees who have access to internet at work place.

3.7 Tools used for study:

The following tools are used in analysis:

Statistical tools:

1. Karl Pearson’s Coefficient of Correlation: "Correlation is a statistical tool which studies the relationship between two variables. Correlation analysis contributes to the understanding of economic behavior, aids in locating the critically important variables on which others depend, may reveal to the economist the connections by which the disturbances spread and suggest to him the paths through which stabilizing forces may become effective."

$$\text{Correlation (r)} = \frac{\sum dx*dy}{\sqrt{dx^2*\sqrt{dy^2}}$$

2. Chi-square distribution:

The square of standard normal variable is called as chi-square variate with one degree of freedom. Thus if X is random variable following normal distribution with mean and standard deviation then $(X- \mu)/\sigma$ is a standard normal variate.

$$\chi^2 = \sum((O- E)^2/E)$$

Where, O-observed frequency and E-Expected frequency

3.8 Limitations of the study:

- ✓ The study is restricted to a sample size of 610 employees due to time constraint.
- ✓ The samples chosen were from private sectors and it does not include public sector.
- ✓ The response received is assumed to be true there are chances of response errors.

4. DATA ANALYSIS AND INTERPRETATION

4.1 Analysis using Karl Pearson’s coefficient of correlation

Table no1:

Do you get disturbed because of updates for/ against you in your profile?							
Does it affect your working mood?							
SL.NO	X	Y	DX	DY	DX2	DY2	DX x DY
1	30	310	-84.40	196	7123.36	38416	-16542.4
2	230	180	115.60	66	13363.36	4356	7629.6
3	50	20	-64.40	-94	4147.36	8836	6053.6
4	180	50	65.60	-64	4303.36	4096	-4198.4
5	80	10	-34.40	-104	1183.36	10816	3577.6
SUM	570.00	570			30120.8	66520	-3480
AVG	114.00	114			173.5534	257.9147	-0.08

Note:

X: indicates the frequency of respondents who get disturbed because of the updates for/ against in their profile.

Y: indicates the frequency of respondents whose working mood is affected due to updates.

DX: indicates the deviation of actual frequency(X) from average value.

DY: indicates the deviation of actual frequency(Y) from average value.

Inference: The result indicates the presence of a relationship. For -0.08 there is a statistically significant negative relationship between updates in profile and working mood.
 Hence the updates for/against people profile will not affect their working mood.

Table no2:How much do you socialize during working hours?								
How does socializing affect you / your productivity?								
SL.NO	X	Y	DX	DY	DX2	DY2	DX x DY	
1	100	150	-14.00	36	196	1296	-504	
2	420	200	306.00	86	93636	7396	26316	
3	30	160	-84.00	46	7056	2116	-3864	
4	0	40	-	114.00	-74	12996	5476	8436
5	20	20	-94.00	8.6	8836	73.96	-808.4	
SUM	570.00	570			122720	16357.96	29575.6	
AVG	114.00	114			350.3141	127.8982	0.7	

Inference: The result indicates the presence of a relationship. For 0.7 there is a statistically significant positive relationship between socializing during working hours and Productivity.
 Hence socializing during working hours has a positive impact on employee’s productivity.

Note:

X: indicates the frequency of respondents who socialize during their working hours.

Y: indicates the frequency of respondents whose socializing affect the productivity.

DX: indicates the deviation of actual frequency(X) from average value.

DY: indicates the deviation of actual frequency(Y) from average value.

4.2 Chi-Square Distribution Analysis

Table no 3:

Null hypothesis H0: yes, I get disturbed because of the updates in my profile.

Alternate Hypothesis H1: No, I do not get disturbed because of the updates in my profile

Do you get disturbed because of updates for/ against you in your profile?	Observed frequency(O)	Expected Frequency (E)	(O-E)	(O-E)2	(O-E)2/E
Almost Always	30	114	-84	7056	61.89
Sometimes	230	114	116	13456	118.04
Everyone once in a while	50	114	-64	4096	35.93
Rarely	180	114	66	4356	38.21
Never	80	114	-34	1156	10.14
sum	570	570		calculated value	264.21

$$\chi^2 = \sum((O- E) 2/E) =264.21$$

DOF= (5-1) =4

Table Value for Degree of Freedom of 4 at loss 5% = 9.49

Inference: Since the calculated value of $\chi^2 = 264.21$ is greater than Tabulated value 9.49, it is significant and null hypothesis is rejected at 5% level of significance. Hence we conclude that people do not get disturbed by the updates in their profile.

Table no 4:

Null hypothesis Ho: yes I lose concentration at work due to social networking sites

Alternate hypothesis H1: No, I do not lose focus or concentration at work due to social networking sites.

Do you lose your focus or concentration at work?	Observed frequency(O)	Expected Frequency (E)	(O-E)	(O-E) ²	(O-E) ² /E
Almost Always	30	114	-84	7056	61.89
Sometimes	160	114	46	2116	18.56
Every once in a while	10	114	-104	10816	94.88
Rarely	200	114	86	7396	64.88
Never	170	114	56	3136	27.51
Sum	570	570			
Avg	114	calculated value			267.72

$$\chi^2 = \sum((O - E)^2 / E) = 267.72$$

DOF= (5-1) =4

Tabulated Value for Degree of Freedom of 4 at loss 5%= 9.49

Inference: Since the calculated value of $\chi^2 = 267.72$ is greater than Tabulated value 9.49, it is significant and null hypothesis is rejected at 5% level of significance. Hence we conclude that people do not lose focus/concentration at work due to the social networking sites.

Table no 5:

Null hypothesis Ho: Managements are against the use of social networking sites at work place.

Alternative hypothesis H1: Management encourages the use of social networking sites at work place.

Have you been marked or warned at work place for socializing?	Observed frequency(O)	Expected Frequency (E)	(O-E)	(O-E) ²	(O-E) ² /E
Almost Always	20	114	-94	8836.00	77.50877
Sometimes	80	114	-34	1156.00	10.14035
Every once in a while	30	114	-84	7056.00	61.89474
Rarely	60	114	-54	2916.00	25.57895
Never	380	114	266	70756.00	620.6667
Sum	570	calculated value			795.7895
Avg	114				

$$\chi^2 = \sum((O - E)^2 / E) = 795.7895$$

DOF= (5-1) =4

Table Value for Degree of Freedom of 4 at loss of 5% =9.49

Inference: Since the calculated value of $\chi^2 = 795.7895$ is greater than Tabulated value 9.49, it is significant and null hypothesis is rejected at 5% level of significance. Hence we conclude that people feel management encourages the use of social networking sites at work place.

5. FINDINGS

Employers had an assumption that by allowing employees to access the social networking sites at work place would bring down the productivity. According to this study we were able to find out that majority of employees were using social networking site at their work place. This indeed increased the productivity of employees. In fact the employees were able to get relieved from the work pressure for a while and get refreshed to start up their task with higher concentration and focus. In many cases the management encouraged the use of social networking sites at the work place. The updates in their profile did not have a negative effect on their working mood. The number of hours spent on social networking site was also less than an hour by most of the employees. Hence we are able to see that employees are not taking an undue advantage of permitting them to access social networking site at work place.

6. CONCLUSION

It was not a long time ago that most of the companies had the standard practice to block the social networking sites at the work place, assuming that the amount of time spent in socializing through social media networks is waste of time and will reduce the productivity of the employees. Even now we see many companies not providing access to social networking sites. As per our research study we see that the productivity of the employees is increasing by allowing them to use social networking sites. There are chances of misusing the accessibility to social media by sharing the confidential matters of the company and spending too many hours on the social networking sites. Another advantage could be that the employees can highlight their company by posting regular updates on the achievements and CSR activities. Hence through this research study we would conclude that by permitting the employees to access social media/ social networking site with few barriers will lead to the increase in productivity.

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A STUDY ON THE ORGANIZATIONAL ROLE STRESS AND ITS CORRELATION WITH LOCUS OF CONTROL.

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ABSTRACT

Stress has become the buzz word of 21st century, from the high pervading corporate echelons to the bassinets of teaching infants' nurseries we find this world liberally used. It is a prevalent and costly problem in today's workplace. At workplace, stress related to the role that employee performs in the organization is one of the important determinants of successful adjustment and subsequent performance. Further stress is also dependent on perception and perception is influenced by personal variables, and role stress is also related with **job satisfaction** and on **individual's locus of control**. Considering role stress as a "**debilitating syndrome**", the study has been undertaken with an aim to **systematically investigate the factors causing role stress** amongst employees working in Hindustan aeronautics limited (RWR&DC div.) And also, "**Individual locus of control**" is taken into consideration for having a **comparative study** of role stress with that of locus of control in order to determine their relation with each other.

Keywords: Role, Stress, Organizational Role stress, Role stressors, Locus of control.

INTRODUCTION

Role stress refers to the conflict and tension due to the roles being enacted by a person at any given point of time. (Pareek,2003). **Enacted in the context of organizations, such role stressors are called "Organizational Role Stress"**. Role stress is the result from the problems encountered in role performance.

Each individual is a member of organizational systems and the expectation as well as demand of one may put pressure on the other. The resulting role stress reduces or gets eliminated, when these problems are confronted or resolved. This in turn facilitates enhanced well-being of the role occupant and enhanced performance and effectiveness at the individual and organizational levels.

Locus of control is a theory in personality psychology referring to the extent to which individuals believe that they can control events that affect them.

RATIONALE FOR THE STUDY

1. The Organizational role stress (ORS) scale developed by Pareek (1983) is selected for this study.

Pareek (1983) ORS scale has 10 different types of organizational role stressors.

These role stressors are :

Inter- Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PIN), Self-Role Distance: (SRD), Role Ambiguity (RA), Resources Inadequacy (RIN)

2. A valid questionnaire was taken from J.B. Rotter, "External control and Internal control", Psychology Today, June 1971, page 42 for measuring employee's Locus of control.

RESEARCH DESIGN AND METHODOLOGY

Objective of the research:

To understand the relationship of role stress with that of locus of control of employees.

Data collection:

Primary data: Standard Questionnaire and Personal interview with the employees.

Secondary data: Company brochures/website/past records, Internet (world wide web), Various Text Books.

Tool used for the study:

“SPSS software” is used to carry out various Statistical analysis of data. The Statistical tools that were made use of, for analyzing data are:

- a) **Karl Pearson’s Correlation** to find out the degree of relationship between 2 dependent variables.
- b) **Regression analysis** to find out the percentage of variation occurring in Dependent variable due to variation in Independent variable.

Sampling technique:

a) Sampling unit:

In this study, sampling unit was “Rotary wing research and design center of HAL, Bangalore”.

b) Sample size:

A sample of 100 employees was selected randomly from HAL, Rotary wing research and design center.

c) Sampling method:

Simple Random Sampling method was used in the selection of the employees in HAL (RWRDC department.)

Limitations to the study:

- a) The sample size was restricted to only 100 employees due to non-accessibility to the whole employees of the organization and lack of time.
- b) Analysis of the data obtained from the questionnaire was done on the assumption that respondents gave the correct information.
- c) Preferences or responses of the employees could change over a period of time.

DATA ANALYSIS:

Table: Shows the general correlation between **organizational role stress and Locus of control of the employees.**

Correlations

		loc	ors
loc	Pearson Correlation	1	-.427*
	Sig. (2-tailed)		.00
	N	100	100
ors	Pearson Correlation	-.427*	1
	Sig. (2-tailed)	.00	
	N	100	100

- The 2 variables are correlated at -0.427.
- On a scale of 0 to 1, a value of -0.427 indicates a fairly strong negative correlation between these two variables.
- Since correlation is negative, it means that higher the locus of control, lesser the role stress of employees in organization.
- The p-value $0.00 < 0.05$, thus the correlation is significant at the significance level of 0.01.

Correlation is significant at the 0.01 level (2 tailed)

Table: Shows the Correlation between **Role ambiguity** and **Locus of control** of the employees

Correlations

		ra	loc
ra	Pearson Correlation	1	.215*
	Sig. (2-tailed)		.032
	N	100	100
loc	Pearson Correlation	.215*	1
	Sig. (2-tailed)	.032	
	N	100	100

- The 2 variables are correlated at .215
- On a scale of 0 to 1, a value of .215 indicates a fairly strong positive correlation between these two variables.
- The p-value 0.032 < 0.05, thus the correlation is significant at the significance level of 0.01.

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

Table: Shows the correlation between **personal inadequacy** and **locus of control** of the employees.

Correlations

		pi	loc
pi	Pearson Correlation	1	-.133
	Sig. (2-tailed)		.188
	N	100	100
loc	Pearson Correlation	-.133	1
	Sig. (2-tailed)	.188	
	N	100	100

- The 2 variables are correlated at -.133
- On a scale of 0 to 1, a value of -.133 indicates a slightly strong Negative Correlation between these two variables.
- Since correlation is negative and slightly strong, it means that if there is an increase in locus of control, then the feeling of personal inadequacy decreases.
- The p-value 0.188 > 0.05, thus the correlation is not significant at the significance level of 0.01.

Correlation is not significant at the 0.01 level (2 tailec.,

Table: Shows the correlation between **Role erosion** and **Locus of control** of the employees.

Correlations

		re	loc
re	Pearson Correlation	1	-.102
	Sig. (2-tailed)		.312
	N	100	100
loc	Pearson Correlation	-.102	1
	Sig. (2-tailed)	.312	
	N	100	100

- The 2 variables are correlated at -.102.
- On a scale of 0 to 1, a value of -.102 indicates a slightly strong Negative Correlation between these two variables.
- Since correlation is negative, it means that if there is increase in locus of control, then feeling of role erosion is decreased to some extent.
- The p-value 0.312 > 0.05, thus the correlation is not significant at the significance level of 0.01.

Correlation is not significant at the 0.01 level (2 tailed)

Table- Shows the regression analysis between **role ambiguity and locus of control**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215 ^a	.046	.036	1.84763

a. Predictors: (Constant), loc

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.203	1	16.203	4.746	.032 ^a
	Residual	334.547	98	3.414		
	Total	350.750	99			

a. Predictors: (Constant), loc

b. Dependent Variable: ra

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.276	.790		7.939	.000
	loc	.301	.138	.215	2.179	.032

a. Dependent Variable: ra

1. The R square value is 0.046 which shows that **4.6 %** of variation in “role ambiguity” can be explained by the factor “Locus of control”.
2. t-test significance value is 0.032 which is lesser than 0.05 i.e ($0.032 < 0.05$), which **indicates that there is significance between variables.**
3. The significance of F is 0.032 which is greater than 0.05 (i.e. $0.032 < 0.05$) indicating that model is significant at 95 % or more confidence level.

Table - Shows the regression analysis between **personal inadequacy and locus of control**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.133 ^a	.018	.008	1.23031

a. Predictors: (Constant), loc

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.660	1	2.660	1.758	.188 ^a
	Residual	148.340	98	1.514		
	Total	151.000	99			

a. Predictors: (Constant), loc

b. Dependent Variable: pi

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.979	.526		13.258	.000
	loc	-.122	.092	-.133	-1.326	.188

a. Dependent Variable: pi

1. The R square value is 0.018 which shows that **1.8 %** of variation in “personal inadequacy” can be explained by the factor “Locus of control”.
2. t-test significance value is 0.188 which is greater than 0.05 i.e (0.188 >0.05), which indicates that there is no that much significance between variables.
3. The significance of F is 0.188 which is greater than 0.05 (i.e. 0.188 >0.05) indicating that model is not significant at 95 % or more confidence level.

Table - Shows the regression analysis between **role erosion and locus of control**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.102 ^a	.010	.000	2.05439

a. Predictors: (Constant), loc

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.351	1	4.351	1.031	.312 ^a
	Residual	413.609	98	4.220		
	Total	417.960	99			

a. Predictors: (Constant), loc

b. Dependent Variable: re

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.848	.879		8.928	.000
loc	-.156	.154	-.102	-1.015	.312

a. Dependent Variable: re

1. The R square value is 0.010 which shows that **1 %** of variation in “role erosion” can be explained by the factor “Locus of control”.
2. t-test significance value is 0.312 which is greater than 0.05 i.e (0.312 >0.05), which indicates that there is no that much significance between variables.
3. The significance of F is 0.312 which is greater than 0.05 (i.e. 0.312 >0.05) indicating that model is not significant at 95 % or more confidence level.

FINDINGS OF THE STUDY

1. There exists a **fairly strong negative correlation** between total “**organizational role stress**” and “**locus of control**”. i.e. higher the locus of control, lesser the organizational role stress.
2. The 3 major role stressors that have fairly *strong correlation* with locus of control are: “**Role ambiguity**”, “**Role erosion**” and “**Personal inadequacy**”.
3. There exists 4.6% of variation in “Role ambiguity”, 1.8 % of variation in “personal inadequacy” and 1 % of variation in “role erosion” that can be explained by the factor “Locus of control”.
4. “**Role ambiguity**” is the major role stressor which is largely affected by Locus of control.

RECOMMENDATIONS

1. Employees should develop higher internal locus of control in order to reduce their stress levels within their roles designated.
2. Feeling of personal inadequacy can be reduced by creating role linkages with other roles
3. Feeling of Role erosion can be reduced by enriching the role i.e helping individual to see the various strengths and challenges of the role.
4. Feeling of role ambiguity can be reduced by role clarification
5. Role ambiguity is the major role stressor which is largely affected by locus of control and it can be controlled by role clarification which makes the roles clearer and helps the employees to carry out their roles effectively.

CONCLUSION

The nature of role stress and its relation with locus of control has been investigated in this study. It is revealed that *Mediocre amount* of Role stress can be explained by the factor Locus of control. It can be concluded that organizational stress dimension is associated with locus of control. This study also indicates that it is possible to determine potential of existing staff of higher management positions based on their degree of locus of control.

This study may help administrators and decision makers create an enjoyable work to reduce side effects of stress and increase the productivity and efficiency of managers who work at the lower level. By a better understanding of the situation, managers can develop coping strategies to reduce the role stress.

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EMOTIONAL INTELLIGENCE: KEY TO RESILIENCE AT THE WORKPLACE

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ABSTRACT

In today's competitive work environment, the way an employee feels affects the way he behaves and the way he behaves will not only have the relationship with his achievements, but also affects the work place performance of those around him. Emotional Intelligence is a strong predictor of workplace performance. An emotionally intelligent leader can inspire employees to perform well; it could lead to job performance of the employee, also the effectiveness of the group that the employee belongs to, as well as the overall effectiveness of the organization. Keeping this in view, the present paper attempts to highlight the relevance of Emotional Intelligence (EI) as a key to resilience in today's competitive and stressful work environment.

Keywords: Emotional Intelligence (EI), Workplace.

1. INTRODUCTION

Psychologically, human beings are emotional in nature. It implies that human beings are made up of a mix of emotions such as fear, anger, sadness, happiness etc. If organizations shows a never mind attitude towards the emotional issues of their employees, surely they will pay for it. Literature states that emotional intelligence is a strong predictor of work place performance of employees. Emotions play a vital role on leadership effectiveness and customer relationship management. Handling human beings emotionally, especially in organizations is not an easy job. Only an emotionally intelligent leader can do this effectively. Past studies argue that adoption of EI model enables the organization to solve their employees' emotional issues.

Emotional Intelligence encompassing awareness of one's own emotions and their impact on others as well as how to manage and restrain those emotions in an effective manner. Employees who benefit from EI understand their own emotions, can relate to others, and know the practical application of EI at the workplace. In the present scenario, emotionally intelligent leaders are the need of the hour for organizations to survive. Hence the present paper is an attempt to highlight the significance of emotional intelligence as a key to resilience at the workplace by reviewing the literature.

2. EMOTIONAL INTELLIGENCE-DEFINITIONS

Emotional Intelligence is a type of social intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among these emotions, and use this information to guide one's thinking and actions (Mayer & Salovey, 1997). Emotional Intelligence refers to recognize the meanings of emotions and their relationships and to reason and problem solve on the basis of these abilities. Emotional Intelligence is involved in the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them (Mayer, Caruso & Salovey, 2000). Goleman (1995, 1998b) defined Emotional Intelligence as 'a capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships. He further stated that its five elements-self-awareness, self-regulation, self-motivation, social awareness and social skills-determine our potential to learn practical skills. According to Bar-On (1997) cognitive intelligence is more strategic, but non-cognitive intelligence or Emotional Intelligence is more tactical and suggests that non-cognitive intelligence helps to predict success because it reflects how a person applies knowledge to the immediate situation. Cooper and Sawaf (1997) have defined Emotional Intelligence as 'the ability to sense, understand and effectively apply our power and acumen of emotions as a source of human energy, information, connection and influence'.

3. DEVELOPING EMOTIONAL INTELLIGENCE AT THE WORKPLACE

Paving the way:

- Assess the organization's needs;

- Assessing the individual;
- Delivering assessments with care, encouraging participation;
- Linking goals and personal values, adjusting individual expectations;
- Assessing readiness and motivation for EQ development;

Doing the work of change:

- Foster relationships between EQ trainers and learners;
- Self-directed change and learning;
- Setting goals;
- Breaking goals into achievable steps;
- Give feedback;
- Build in support;
- Use models and examples;
- Encourage insight and self-awareness;

Encourage and maintenance of change:

- Encourage application of new learning in jobs;
- Develop organizational culture that supports learning;
Evaluating the change-did it work?
- Evaluate individual and organizational effect.

(Source: <http://www.businessballs.com/emotionalintelligencebestpractice.pdf>)

4. EMOTIONAL INTELLIGENCE : KEY TO RESILIENCE AT THE WORKPLACE

The employees having psychological well-being can function better than employees having emotional deficit (Carmeli, 2009). Developing a framework for emotional and social skills is essential in order to describe their role in effective leadership.(Riggio and Richard, 2008).Wong and Law (2002) developed a model for emotional intelligence and argue that emotional intelligence of leaders and followers can have positive effects on their job performance and attitudes.Gardenswartz et.al. (2010) proposed an emotional intelligence-diversity model and suggests that in order to overcome the diverse backgrounds , cultural affairs within an organization, employees and leaders must give due attention to emotional intelligence. Emotional Intelligence can contribute to successful leadership at some level and positively related to the various dimensions of transformational leadership and contingent reward behaviour (Harms and Crede, 2010).Research by Turner and Walker (2008) stress on the relevance of emotional intelligence for management success. Also Spector and Fox (2002) stress on the relevance of emotional recognition and claims that management of emotions can help the employees to improve their voluntary behaviour which in turn lead to organizational well-being. The empathy aspect of emotional intelligence enables cognitive process by providing an idea regarding the team member emotions and needs.Wolff et.al.(2002).Managers having high self-awareness can act as transformational leaders successfully and instill their subordinates a feeling of self-confidence in order to face the new challenges of work environment, which in turn lead to increasing managerial performance.(Sosik and Megerian, 1999) In Service Sector, employees' performance can be influenced by manager's leadership approach, which will create a culture in the organization.(Dolatabadi and Safa, 2010). Zapf (2002) points out the concurrence of emotion work and organizational problems leads to higher level of burnout. The negative affect displayed by leaders during feedback would produce lower perceptions of leader effectiveness by subordinates, further lead to lower quality performance of subordinates.(Gaddis et.al. 2004). Leadership consensus can be considered as a cross-level contextual moderator, which enhances the relationship between emotional exhaustion and work commitment among employees. (Cole and Bedeian, 2007).Emotional regulation can also be a prominent factor which facilitates leader-subordinate relationships in organizations.(Glaso et.al. 2006).The feelings such as mood and emotions can play a vital role in the leadership process.(M.George, 2008). So leaders should exercise their emotional intelligence for avoiding hassles, because leader behaviour can have a major role in facilitating emotional response of employees.

It has been argued that managers who underestimate their leadership abilities succeed in their respective field, because their leadership effectiveness is influenced by their emotional intelligence level. Due to this, emotional intelligence should be considered as a potential selection and development tool for the improvement of leadership performance. (Bratton et.al. 2011).Modassir and Singh (2008) have approached the importance of

emotional competencies and identified that organizational citizenship behaviour of followers were enhanced by their leaders' emotional intelligence. Research by B.Wolf and Stubbs (2008) emphasize on the need for developing emotionally intelligent managers and leaders, also sustainment of emotionally intelligent workgroups and establishment of organizational leaders at all levels to foster and support emotional competence throughout the organization. Clarke (2010) suggests the need for more sophisticated frameworks regarding how emotional intelligence relates to specific cognitive, verbal and behavioural activities. Also they identified that differing emotional intelligence abilities are related with particular team work behaviours which in turn become important during different phases of team activity. Those executives who possessed higher levels of empathy, self-regard, reality testing and problem solving were lead to yield high profit-earning companies.(J.Stein et.al. 2009).Also service workers with higher levels of emotional intelligence enhances the relationship between leader-member exchange and work performance more powerfully.(Huang et.al. 2010). Thus leaders' positive affect could influence their followers' organizational citizenship behaviour and previous research suggests that leaders should transmit positive affect towards their subordinates, which in turn lead to more positive follower attributions of leadership and better performance of followers.(Halversion, 2004).Understanding of emotional contagion would enhance interpersonal communication between teachers and students, parents and children, between labor or international negotiators.(Hatfield et.al. 1993).According to Johnson (2008), emotional contagion would facilitate followers' affect at work, which in turn lead to better perceptions of charismatic leadership and organizational behaviour of followers.

Emotional Intelligence has been more frequently used in the selection, assessment, training and development of employees. Newtownabbey (2006) argues the need for incorporating emotional intelligence interventions alongside the recruitment and selection process and the training and development process of managerial personnel in organizations. Hence leaders must match their emotional expressions to their followers' personality to maximize performance. Because when they are dealing with agreeable subordinates, managers should refrain from expressing anger, which will lead to desired outcomes. Ansari and Effendi (2011) have approached emotional competencies from a business organization perspective and they found that emotional intelligence reported by subordinates predicts leader-member exchange very strongly.Inter and intra personal skills especially emotional competencies will enhance the organizational commitment of employees.(Hosseinzadeh et.al.2012).During organizational change, emotional intelligence influences the behaviour of employees and managers and act as a predictor of workplace performance.(Jordan,2002). Emotional Intelligence can play a vital role in facilitating the managers and employees to cope up with the dynamic changes of business environment. (Jorfi et.al.2010).Because emotional intelligence of managerial personnel had a positive correlation with job satisfaction of employees and their performance. (Thomas Sy.et.al.2006). Also emotional competencies can differentiate leading managers from less able performers in organizations. (Yi Mo and Dainty, 2007). Those individuals having emotional insights and aptitudes believe that they control the events in their lives and maintain vague distinctions and categories in interpersonal and organizational boundaries. (J.E.Barbuto and J.S Story, 2010).

CONCLUSION

Nowadays, the work environment keeps on changing, it's increasing complexities demands more emotionally intelligent employees. Emotional Intelligence is essential for managers as they have to deal with workforce from different cultural backgrounds and ethics. .A person with high emotional intelligence is more stable and can maintain a balanced disposition when under pressure. He is in a better position to listen and understand the opinions of the different members of the team, and take the right decision. One of the mantras for running a successful business is hiring and retaining qualified and efficient work force. Only those organizations that make their employees feel that they are valued and can attract efficient professionals and retain their experienced workforce. In today's competitive work environment, the way an employee feels affects the way he behaves and the way he behaves will not only have the relationship with his achievements, but also affects the work place performance of those around him. Therefore understanding of different aspects of emotional intelligence and its interrelationships with various factors will help organizations to meet the new challenges. The ability to identify and understand the emotions of others in workplace is important for leaders, so that they can influence the feelings of subordinates to maintain enthusiasm and productivity. Also those leaders who are identified as having high level of emotional intelligence are more likely to desire success, lead an effective team and be more satisfied working with others (Gardner and Stough, 2002). Hence emotional intelligence acts a key to resilience at the workplace.

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**SYNTHESIS REVIEW OF ORGANIZATION CITIZENSHIP BEHAVIOUR IN THE
ACADEMIC COMMUNITY OF SELECTED STATE UNIVERSITIES OF RAJASTHAN**

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ABSTRACT

Higher learning institutions are the pillars of our society. Organizational Citizenship Behaviour (OCB) can be an effective tool in bringing about improving and increasing the effectiveness of Indian universities. In the present research paper, 36 studies have been reviewed on the theme of organizational citizenship behaviour, its causes, effect of organizational citizenship behaviour effect of other variables and the dark side of organizational citizenship behaviour. It was very clear from the literature available that OCB has come a long way. It is concluded in the paper that OCB is affected by variables like job-satisfaction, leadership style, personality types, national culture, work-status, demography, procedural justice. There are enough evidences in the literature reviewed that there is another side of OCB, where “going the extra mile”, is no more a gesture of voluntarism, rather it has now become mandatory to have an edge over other companies, thereby resulting into work-family conflict, stress etc.

It was also found that OCB has been vastly researched in other sectors, but its study is limited to higher learning institutions. It was therefore inferred that because higher learning institutions are non-profit organizations, hence the antecedents to OCB may vary.

Key Words : Organizational citizenship behaviour, Higher learning institution, .work-family conflict, work-status, voluntarism.

INTRODUCTION

The world is looking forward to high performance organizations, which provide high job satisfaction to their employees and would cherish excellence and effectiveness of the organizations. Indian universities are confronted with problems like complacency, mediocrity, low commitment, less motivation and redundancy. OCB can prove to be an effective and low cost tool to help universities develop into world class universities. OCB stands for organizational citizenship behaviour. The concept was first introduced in the mid 1980; by D. ORGAN. The origin of the concept of OCB is very recent. It became an important area of research only since last 20 yrs. Organ (1988), defined it as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization.” According to Somech & Drach. Zehavy, 2004, “behaviours that exceed delineated role expectations but are crucial for an organization’s survival.”

All research so far has emphasized on two characters of OCB:

- A) Discretionary in nature
- B) Not recognized by the formal reward system.

i. Meaning:

OCB is a relatively new concept in management literature but in fact represents an old and enduring phenomenon of human behaviour. The concept of OCB is based on social exchange theory, one’s perception of fairness/unfairness. OCB is a matter of individual choice and failure to display such behaviour is not generally considered as cause for punishment. OCB means employee’s behaviour that is over and above the call of duty (job description & job specification) but which is very important for organization effectiveness. The discretionary characteristics feature of the concept which falls outside the purview of the formal reward structure of the organization makes it more delicate and sensitive. It consists of informal contributions that employees can offer or withhold without giving consideration to sanction or formal incentive (monetary or non-monetary). Good citizenship behaviour represents the willingness of individual to invest effort and energy in

their social environment beyond any formal rewards. Gestures of OCB include helping your co-workers catching up with his work when he/she was absent, orienting a new recruit in the department although it's not your job, taking up a project voluntarily making effort for self-development, speaking good about the organization, tolerating small inconveniences. Organ gives a clear explanation of what does and what does not constitute OCB behaviour in his example of a college professor. He states that college professor who prepare for their courses, teach, do research and write are not by this construction exhibiting OCB, no matter how good their teaching and research are judged by others. The understanding is that of fulfilling one's contractual obligation to the organization in which one works is just the in-role requirement. According to Organ, 1988, OCB for college professor could include picking up trash on the classroom floor after or before class and tossing it in the wastebasket, or perhaps engaging in a conversation in the community that will promote the organization in a positive manner.

ii. Issues, problems and challenges:

Educational organizations are sometimes described as loosely coupled system (Weick E. Karl, 1976), which means that employees of educational institutes share a loose bond with the organization and its goals, letting the organization suffer by their decreasing effectiveness and efficiency. OCB is a matter of individual choice and failure to display such behaviour is not generally considered as cause for punishment. This makes it all the more sensitive. Indian universities are confronted with problems like complacency, mediocrity, low commitment, decreased motivation. This sector seems to be falling far below from the standards which it is otherwise expected to maintain. OCB can be an effective tool to address these issues. OCB literature in non-educational settings is expansive, there is few documented account on OCB of university faculties. The evidence suggests (as inferred from the lit. Review) that OCB is context specific that is varying from one type of organization to another (organ, 1988). Because, educational institutions (like universities) are service organization staffed by professional who are generally committed to doing what is best for the society; hence the antecedents and may be the dimensions of OCB are different from the other organization on which extensive study has been done; but this area needs to be explored.

iii. Importance:

Organization wants and need employees who will do those things that aren't in any job description. Evidence indicates that those organizations that have such employee outperform those organizations that don't. OCB can be extremely valuable to organizations and can contribute to performance and competitive advantage. To study and implement OCB is lowest cost and best way for business to reach organizational effectiveness. The increasing competencies, increasing pressures of the outside world makes it imperative for organization to put special emphasis on organization innovation, flexibility, productivity and responsiveness to changing external conditions for their success. It has been increasingly felt that work behaviour like OCB which is beyond the reach of traditional measures of job performance, holds promise for long term organization success.

LITERATURE REVIEW

Review of The Conceptualisation and Causes of OCB

Konovsky A.Mary and Organ W. Dennis,(1996) have done a pioneering work on OCB and and have explained and defined OCB and its antecedents in their paper titled, dispositional and contextual determinants of OCB. Study show that OCB is determined by job-satisfaction or fairness perceptions or dispositional factors like conscientiousness, agreeableness, equity-sensitive are true predictors of OCB unlike prior research.

Podsakoff P.M et.al also have reviewed the earlier researches and tried to present a comprehensive understanding of organization citizenship behaviour in their paper,. It has conceptualized OCB into its dimensions, antecedents, and causes.. All the literature put together comes to agreeing on 7 dimensions of OCB, V.I.Z; (1)Helping behaviour (2)Sportsmanship (3)Organization loyalty (4)Organization compliance (5)Individual initiative (6)Civic virtue (7)Self-development. Four major categories of antecedents have been researched v.i.z (1) Individual characteristics (2)Task characteristics (3)Organizational characteristics (4)Leadership behaviours. Individual characteristics like job satisfaction, perception of fairness, organization commitment have been found to have strong positive effect on OCB. Task characteristics like task feedback, intrinsically satisfying tasks are positively related to OCB. Podsakoff & et al (2000) designed a theoretical model for explanation of OCB with 5 factors:

1. Altruism: helping behaviours for supporting personnel or the co-workers who have work related problems.
2. Courtesy: polite manners that prevent creation of problems at workplace.

3. Conscientiousness: behaviours that cause a person to do task more than what is expected (Diapolla & Hoy, 2005).
 4. Sportsmanship: Chivalrous behaviour that avoid too much complaint at work.
- Civic virtue: manners representing individual's involvements in the activities related to the organization.

Jahangir Nadim (2004), has presented a study on fundamentals of Organization citizenship behaviour; Its nature and antecedents. They have explored the construct and antecedents of OCB based on earlier work. The study identifies the antecedents and concludes that once known, managers would be able to promote OCB among their employees for better performance. Organizational variables like job-satisfaction, leader behaviours, fairness perception, and individual dispositions, external and internal motivation were found to be positively related to OCB.

Chen Xiao – Ping & Lam S.K. Simon et al (2005), have explained the antecedents of Group OCB in their paper titled. Group OCB – Conceptualization and Preliminary tests of its Antecedents & Consequences. Importance of group behaviour as work team to enhance organization effectiveness has been put forward and this new dimension has been highlighted.

Chien Huei Min has studied on the methods on how OCB can be enhanced in our working environment .It also focuses on clearly defining the relationship between organizational effectiveness and OCB. It argues that OCB can be extremely valuable to organization and can contribute to performance and competitive advantage.

Review of the Variable: Personality

Mahdiuon Rouholla et al (1997) The study presented in this paper aims to explain how OCB is affected by personality dimensions V.I.Z extroversion, neuroticism, agreeableness, conscientiousness and openness.

Borman C. Walter et.al (2001) Many studies were reviewed in the paper and it is concluded in the paper that personalities (BIG 5 factor model) influence job satisfaction thereby affecting OCB. More recent studies concluded that conscientiousness (personality variable) is related to OCB most significantly. Future research on other personality variables like locus of control, collectivism is suggested at the end of the paper.

Euwema C.Martin,Wendt Hein & Emmerik V.Hetty (2007) expressed their views under the heading leadership styles & group OCB across cultures. The aim of the study is to define group OCB(GOCB) under different cultural contexts. The paper argues that dimensions of OCB vary from culture to culture and so does GOCB.

Zeinabadi Hssanreza (2010) has worked on job satisfaction and organization commitment as causes to OCB, in their paper titled **job satisfaction and organization commitment as antecedents of OCB** of teachers.

Review of the Variable: leadership

Bambale Abdu Ja'dfaru et.al (2011), has worked on leadership style and OCB in their paper, Stimulating organization citizenship behaviour and theory development. The paper researches the possible leadership styles which can affect OCB, so that effectiveness of the companies can improve .Both old & contemporary leadership styles have been studied & their antecedents and possible influence it can have on OCB have been dealt in detail. The result of the paper shows that transformational leadership, charismatic & ethical leadership were found to have positive relationship with OCB.

Farabod Farzin, Azadehdel Mohd. (2012), brought about the concept of organization justice and leader member exchange..

Somech Amit & Zahavy D Anant (2012) have presented their extensive work on OCB & employee's strain. He examined the buffering effects on leader support and participation in decision making. The authors have studied how OCB or extra role behaviour affects employee strain and how it can deplete the employee from its resources in terms of energy enthusiasm etc. It also highlights the diminishing boundary between in role & extra role behaviour.

Review of the Variable: Work Status

Dyne V. Linn & Ang Soon ,(1998),Soon have presented a pioneering work on Organization citizenship behaviour of contingent workers in Singapore. The researchers have chosen 'Singapore' as their sample area to study how work status (contingent & regular employees) affects OCB. They hypothesized that contingent workers will have less OCB, lower affective commitment. The results also fell in line with the hypothesis.

Results suggested that regular employees engage more in OCB than contingent workers. Secondly, the relationship between work place attitude & OCB was strong in case contingent workers & no significance among regular employees was noted. The paper explains in detail the intriguing results.

Stamper L. Christina and Dyne V. Linn,(2001), have worked on how work status affects Organization Citizenship Behaviour : A field study of restaurant employees. The basic research question which the paper focuses is on the extent to part time & full time affect OCB (helping behaviour & voice) at work. The authors have chosen US restaurant industry (which is a service industry) as their sample.. Results showed that part time employees exhibited less helping OCB than full time employer. For helping, results demonstrated that preferred status was important more to part time works. For voice, preferred work status was equally important for both org. culture also affected work status, e.g., it was found that in a less bureaucratic organization work status mattered more.

Gakovic Anika & Tetrick E.Loie ,(2003) The study has revealed the fact that the social exchange theory holds true for both full time & part time employees. It was found that, work status is not affected by perceived organization support & other constructs of social exchange.

Kim Tachee, Park Sanyoon & Chang Kyungro ,(2011), have studied OCB with respect to work status. Their extensive work on antecedents of Organization citizenship behaviour among part-time employees of service organization in Korea added an interesting and important variable to the understanding of OCB. Because of the economic changes in number of service sector organization and dependency on part time works has created a need for study on improving OCB of these workers. Job satisfaction, organization commitment, organization common service were used as variables and their effect was studied on employee turnover, OCB.

Review of the variable: Cross Cultural phenomenon

Farh Lih Jing et.al (2004) have studied in a different cultural context in their paper titled Organization Citizenship Behaviour in the 'People's republic of China'. The paper help us to understand as to why national culture makes a difference in understanding the distribution of OCB which finally aid organization effectiveness, The authors have thus studied OCB in a different societal context, Republic of China and have summarized some more dimensions of OCB which are more etic (universal) or emic (culture specific). **Rego Armenio & Cunha P.Miguel (2010)** have researched on OCB in Portugal context under the heading organization justice & citizenship behaviours: A study in the Portuguese cultural context. Earlier work (both theoretical & empirical) has proved that there exists a strong relationship between OCB & justice. The paper has explained that due to sensitive, feminine culture of Portugal which gives more importance to inter-personal harmony, how well they are treated by supervisors rather than formal procedures.

Kabasakal Hayat, Dastmalchian Ali & Imer Pinas (2011) have done a cross-cultural study The aim of the study is to study the contractual attitudes & dispositional factors on the OCB in cross – cultural context. The three different societal cultures taken in the study are Canada, Iran & Turkey.. It was found that job satisfaction was commonly found to be an important antecedent in all the three cultures which affected at least few attributes of OCB. A distinct variable of 'value' (contextual) was also considered which showed significant difference in the three countries. Much more elaborate cross – cultural research is recommended as different cultural values are more complex.

OCB IN HIGHER LEARNING INSTITUTION

Dipaola F. Michael and Hoy K.Wayne (2005) have explained how OCB of faculty can be improved and its effect on the performance of high school students in their paper organization citizenship behaviour of faculty and achievements of high school students. The paper aims at studying OCB in the context of high school performance. It tries to understand if the performance or achievements of the high school students is affected by the 'extra mile', covered by the faculty. All the five dimensions of OCB were taken into consideration and a set of hypothesis linking OCB of the faculty and achievement of high school students was constructed and tested.

Mohd Jehad et.al (2011), conducted an empirical study at higher learning institutions. The study discussed in the paper measures the two dimensions of OCB, v.i.z; OCB directed towards the individual (I) and OCB directed towards the organization (O) against the two facets of job satisfaction (intrinsic and extrinsic). The theoretical basis of the research paper is the social exchange theory and the norm of reciprocity proposed by Blau and Hopkins. Authors.

Khan Kadar Sofia & Rashid Abdul (2012) have presented their paper titled 'The mediating effect of organizational commitment in the organizational culture leadership & organizational justice relationship with OCB. A study of academicians in private higher learning institutions in Malaysia. The paper studies the

different variables and their correlation with mediating variable (Organizational commitment) with respect to Private Higher Level Institutions. The primary aim of the paper is to find out or explain why some individuals engage in OCB, what are the organizational reasons for motivating the employee in exhibiting OCB. The paper presents the theoretical concept of in-role & extra-role behaviour. Norms of reciprocity and perceptions of fair justice and mutual commitment formed the basis of hypothesis proposed.

After thoroughly reviewing the literature available on the concerned subject, following gaps have been recognized and considered with respect to my proposed research work:

OCB in India

Kar P.D & Tewari R.H (April 1999) the researchers have concluded that great care should be taken in formulating as well as implementing the policy. Most sensitive issues like organization support structure, rest tolerance should be specially worked on as they were found to have strongest impact on OCB.

Kumar Kuldeep & Bakshi Arti (2005) have developed a scale on measuring OCB in India. The researchers have agreed that so far majority of the work on OCB has been done in a western cultural context.

Chahal Hardeep & Mehta Shivani (2011) has presented their study on antecedents & consequences of OCB: A conceptual framework in reference to health care sector. The paper has brought to light the effect of age, gender and experience on OCB which can thereby affect the organization and performance. Causes of OCB from existing literature have been studied with respect to healthcare industry and suggestions have been proposed.

Other variables affecting OCB

Deborah et.al (2001) have studied gender as variable in their work titled *The good soldier: who is s(he)?* The focus of this article is on how gender roles may influence perceptions of OCB. The study explains the gender stereotypes or job expectations or perceptions by employees/customers.

Peltit Trisha et.al (2004), have presented their paper titled *Career stage, organization commitment and organization citizenship behaviour*. The objective of the paper is to find whether a person's age, tenure or career stage affects organization commitment, thereby affecting OCB. Research has confirmed that career stage can affect individual's behaviour and attitude, relationships and value of work within their organization on the basis of earlier research conducted by **SMITH & HOY,(1992)**.

Vigota eran-gadot(2006); have brought to light that behaviours stemming from OCB are destructive ,leads to less productivity, low job satisfaction, intent to quit etc. as OCB is no more wilful rather coercive.

Bolino et.al (2010) has done a pioneering work on the other side of the OCB under the title *citizenship under pressure: What's a "good soldier to do?"* The primary objective of the paper is to present the other side of OCB. It argues that in the desire to be a good soldier, one gets caught in work-family, work-leisure conflict. It also increases peer pressure to perform, thereby increasing departmental rivalry.

SYNTHESIS OF LITERATURE REVIEW

After thoroughly reviewing the literature available, it is quite clear that OCB has evolved as an important dimension of individual behaviour .In its early studies five dimensions of OCB were defined and studied extensively. Later they got squeezed to OCB (I) and OCB (O).

As research continued, many other variables like demography, personality ,leadership, national culture ,job-satisfaction, work status etc were found to be closely affecting OCB and thereby organization effectiveness. It is abundantly clear from the literature available that OCB has come up as important dimension bringing about organization effectiveness. There is another side of the coin, which has come to the notice of researchers, that the element of voluntariness, which has recently come to be seen as a compulsion, giving rise to work-family conflict and work pressure. OCB has been studied across many corporate sectors but its study in the academic fraternity and higher learning institutions is not very exhaustive and especially in Indian context, there is a huge scope to study this phenomenon. The proposed study is an attempt to fill this gap.

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RTI, MEDIA AND FUTURE PROSPECTS

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ABSTRACT

The Right to information Act, 2005 ("the Act"), which came fully into effect on 12 October, 2005, is one of the most significant legislation enacted by the Parliament of India. The Act enables the establishment of an unprecedented regime of right to information for the citizens of the country. It overrides the 'Official Secrets Act' and similar laws/rules. It strikes at the heart of the paradigm long practiced by Government officials and public functionaries that 'confidentiality is the rule and disclosure is an exception'. The Act seeks to establish that "transparency is the norm and secrecy is an exception" in the working of every public authority. It aims to ensure maximum openness and transparency in the machinery and functioning of Government at all levels: Central, State and Local.

The Press Council on March 2001, had stated that the Right to Information Legislation as very vital for the media. It stated that- " At present, one of the stumbling blocks in the path of investigative, analytical and popular journalism is the difficulty in getting access to the official information. The bureaucracy, the police the army, judiciary and even the legislature guard information regarding even the most mundane subjects with astonishing zeal. Few journalists are able to break this iron curtain of the official non-cooperation.

The right to Information encouraging journalists and society at large to be more questioning about the state of affairs and be powerful tool to check the unmitigated goings-on in the public realm and will also promote accountability. No longer will scribes have to depend on conjecture, rumour, leaks and sources other than knowledgeable sources. The legislation when enacted will pose an antidote to vested interests which try to conceal or misinterpret information or which try to manipulate media directly or indirectly to plant misinformation. Through this legislation, transparency in public, professional, social and personal sphere can be achieved.

Key Word : RTI, Media

INTRODUCTION

The **Right to Information Act (RTI)** is an Act of the Parliament of India "to provide for setting out the practical regime of right to information for citizens" and replaces the erstwhile Freedom of Information Act, 2002. The Act applies to all States and Union Territories of India except the State of Jammu and Kashmir. Under the provisions of the Act, any citizen may request information from a "public authority" (a body of Government or "instrumentality of State") which is required to reply expeditiously or within thirty days. The Act also requires every public authority to computerize their records for wide dissemination and to pro-actively publish certain categories of information so that the citizens need minimum recourse to request for information formally. This law was passed by Parliament on 15 June 2005 and came fully into force on 13 October 2005. Information disclosure in India was restricted by the Official Secrets Act 1923 and various other special laws, which the new RTI Act relaxes.

Eight years may seem like a short stretch to appraise a landmark law such as the Right To Information Act, especially in a large and diverse country such as India. Not only has the RTI act been used to know more about government, it has also become a tool to make public institutions and officials accountable and fight corruption. Otherwise, what can explain government ministers, bureaucrats and judges of the Supreme Court and high courts making details of their assets public? Or the amount the government has spent on foreign trips of ministers and officials? Or the UPSC and IITs opening up their selection processes for public scrutiny and ensuring fair play.

PROCESS

The RTI process involves reactive (as opposed to proactive) disclosure of information by the authorities. An RTI request initiates the process.

Each authority covered by the RTI Act must appoint their **Public Information Officer (PIO)**. Any person may submit a written request to the PIO for information. It is the PIO's obligation to provide information to citizens

of India who request information under the Act. If the request pertains to another public authority (in whole or part), it is the PIO's responsibility to transfer/forward the concerned portions of the request to a PIO of the other authority within 5 working days. In addition, every public authority is required to designate **Assistant Public Information Officers** (APIOs) to receive RTI requests and appeals for forwarding to the PIOs of their public authority. The applicant is required to disclose his name and contact particulars but not any other reasons or justification for seeking information.

The Central Information Commission (CIC) acts upon complaints from those individuals who have not been able to submit information requests to a Central Public Information Officer or State Public Information Officer due to either the officer not having been appointed, or because the respective Central Assistant Public Information Officer or State Assistant Public Information Officer refused to receive the application for information.

The Act specifies time limits for replying to the request.

- If the request has been made to the PIO, the reply is to be given within **30 days** of receipt.
- If the request has been made to an APIO, the reply is to be given within **35 days** of receipt.
- If the PIO transfers the request to another public authority (better concerned with the information requested), the time allowed to reply is **30 days** but computed from the day after it is received by the PIO of the transferee authority.
- Information concerning corruption and Human Rights violations by scheduled Security agencies (those listed in the Second Schedule to the Act) is to be provided within **45 days** but with the prior approval of the Central Information Commission.
- However, if life or liberty of any person is involved, the PIO is expected to reply within **48 hours**.

Since the information is to be paid for, the reply of the PIO is necessarily limited to either denying the request (in whole or part) and/or providing a computation of "further fees". The time between the reply of the PIO and the time taken to deposit the further fees for information is excluded from the time allowed. If information is not provided within this period, it is treated as deemed refusal. Refusal with or without reasons may be ground for appeal or complaint. Further, information not provided in the times prescribed is to be provided free of charge. Appeal processes are also defined.

UNDER THE RTI ACT, THE JOURNALISTS & REPORTERS, LIKE CITIZENS, CAN:

- Demand from the Government information pertaining to any of its departments
- Demand photocopies of Government contracts, payment, estimates, measurements of engineering works etc.
- Demand from the Government certified samples of material used in the construction of roads, drains, buildings etc.
- Demand to inspect any public development work that may be still under construction or completed
- Demand to inspect Government documents - construction drawings, records books, registers, quality control reports etc.
- Demand status of requests or complaints, details of time delays, action taken on Information Commission's decisions etc.

Scope

The Act covers the whole of India except Jammu and Kashmir, where J&K Right to Information Act is in force. It is applicable to all constitutional authorities, including the executive, legislature and judiciary; any institution or body established or constituted by an act of Parliament or a state legislature. It is also defined in the Act that bodies or authorities established or constituted by order or notification of appropriate government including bodies "owned, controlled or substantially financed" by government, or non-Government organisations "substantially financed, directly or indirectly by funds" provided by the government are also covered in the Act.

Private bodies

Private bodies are not within the Act's ambit directly. In a landmark decision of Sarbajit Roy versus DERC the Central Information Commission also reaffirmed that privatised public utility companies continue to be within the RTI Act- their privatisation notwithstanding.

Political parties

The Central Information Commission (CIC) has held that the political parties are public authorities and answerable to citizens under RTI Act. The CIC, a quasi-judicial body, has said that six national parties:- Congress, BJP, NCP, CPI(M), CPI and BSP have been substantially funded indirectly by the central government and they have the character of public authority under the RTI Act as they perform public functions. On 12 August 2013, the Congress Party tabled RTI Amendment Bill 2013 in Lok Sabha to keep political parties out of RTI ambit. The Bill to amend the Act so as to keep political parties out of its ambit, was on September 3, 2013 deferred to the Winter Session of Parliament.

Exclusions

Central Intelligence and Security agencies specified in the Second Schedule like IB, Directorate General of Income tax (Investigation), RAW, Central Bureau of Investigation (CBI), Directorate of Revenue Intelligence, Central Economic Intelligence Bureau, Directorate of Enforcement, Narcotics Control Bureau, Aviation Research Centre, Special Frontier Force, BSF, CRPF, ITBP, CISF, NSG, Assam Rifles, Special Service Bureau, Special Branch (CID), Andaman and Nicobar, The Crime Branch-CID-CB, Dadra and Nagar Haveli and Special Branch, Lakshadweep Police. Agencies specified by the State Governments through a Notification will also be excluded. The exclusion, however, is not absolute and these organizations have an obligation to provide information pertaining to allegations of corruption and human rights violations. Further, information relating to allegations of human rights violation could be given but only with the approval of the Central or State Information Commission.

Information Exclusions

The following is exempt from disclosure under section 8 of the Act:-

- Information, disclosure of which would prejudicially affect the sovereignty and integrity of India, the security, "strategic, scientific or economic" interests of the State, relation with foreign State or lead to incitement of an offense;
- Information which has been expressly forbidden to be published by any court of law or tribunal or the disclosure of which may constitute contempt of court;
- Information, the disclosure of which would cause a breach of privilege of Parliament or the State Legislature;
- Information including commercial confidence, trade secrets or intellectual property, the disclosure of which would harm the competitive position of a third party, unless the competent authority is satisfied that larger public interest warrants the disclosure of such information;
- Information available to a person in his fiduciary relationship, unless the competent authority is satisfied that the larger public interest warrants the disclosure of such information;
- Information received in confidence from foreign Government;
- Information, the disclosure of which would endanger the life or physical safety of any person or identify the source of information or assistance given in confidence for law enforcement or security purposes;
- Information which would impede the process of investigation or apprehension or prosecution of offenders;
- Cabinet papers including records of deliberations of the Council of Ministers, Secretaries and other officers;
- Information which relates to personal information the disclosure of which has no relationship to any public activity or interest, or which would cause unwarranted invasion of the privacy of the individual (but it is also provided that the information which cannot be denied to the Parliament or a State Legislature shall not be denied by this exemption);
- Notwithstanding any of the exemptions listed above, a public authority may allow access to information, if public interest in disclosure outweighs the harm to the protected interests. However, this does not apply to disclosure of "trade or commercial secrets protected by law".

RTI HELP TO EXPOSE ASSETS SCAMS & SCANDALS**ASSETS OF SC/HC JUDGES**

When RTI activist Subhash Agrawal filed an RTI application in the Supreme Court asking if all judges had filed details of their assets and liabilities to the Chief Justice of India as mandated by a resolution of a meeting

of judges in 1997, the Supreme Court contended that it was not a public authority under the RTI Act. However, the request seemed to have served its purpose as details of the assets of all judges of the Supreme Court were published on the website of the court and it is now updated annually. The high courts have followed in the footsteps of the SC and eight of them have so far published details of the assets and liabilities of their judges.

ASSETS OF MINISTERS

In 1964, the Union cabinet adopted a resolution that said every minister would declare details of his/her assets and liabilities and the assets of his/her spouse and dependents to the PMO after being sworn in as a minister. A copy of this resolution was also forwarded to state governments by the then home minister Yashwantrao Chavan asking them to follow suit. But the resolution had not been taken seriously.

But in 2008, when the PMO and the cabinet secretariat were asked for the status of the implementation of the resolution, they forwarded the RTI applications to each other saying it was the responsibility of the other.

RTI activists, however, did not give up and filed numerous applications until the government was forced to publish details. UPA-2 went on to become the first government where details of all union ministers were published promptly after the council was sworn in.

ASSETS OF BUREAUCRATS

When RTI activists began filing applications to various civil services cadre controlling authorities for details of the assets and liabilities of officials, they were returned saying the information sought was personal. They fought hard to protect the information but had to bow to pressure from civil society and publish the assets and liabilities of bureaucrats. It started with the IAS, IPS and Indian Forest Services and has since been expanded to cover most civil services.

INCOME TAX RETURNS OF POLITICAL PARTIES

In what is seen as a major decision under the RTI Act, the Central Information Commission in June 2008 ruled in favour of an appeal by the Association for Democratic Reforms that Income Tax Returns filed by political parties can be disclosed under the RTI Act. Parties did not challenge this ruling in court and information that has been obtained since has led to a serious study of the funding of political parties and brought them under pressure.

SCAMS & SCANDALS

While the RTI act has proved to be a potent weapon for ordinary citizens, it has been more lethal in the hands of those with some understanding of the system. The unearthing of scandals and scams such as those involving 2G spectrum allotment, coal blocks allotment, organization of the Commonwealth Games and allotment of apartments in Adarsh Housing Society in Mumbai, was greatly helped by information accessed under the RTI act. Thanks to the benefits of the RTI, many of India's biggest scams and scandals are now exposed. Deepak Sandhu, chief information commissioner (CIC), very rightly says, "RTI is a game changer. It has democratized information to the citizen's advantage. The citizen is central in the Act. Other countries offer freedom of information while our legislation recognises it as a right."

STATE-LEVEL RTI ACTS

The state-level RTI Acts were first successfully enacted by the state governments of Karnataka (2000), Goa (1997), Rajasthan (2000), Tamil Nadu (1997), Delhi (2001), Maharashtra (2002), Assam (2002), Madhya Pradesh (2003), and Jammu and Kashmir (2004). Harayana (2005).

MEDIA & RIGHT TO INFORMATION

- Awareness, Information and knowledge are the fundamental values of Democracy.
- Information is power and thus, the right to seek it is an imperative.
- The media thus plays a crucial role in building an inclusive information society by its sheer reach and opinion building power.
- The RTI regime not only allows the media in playing a more constructive role in empowering people but also strengthens democratic polity.

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- Many of the significant changes brought about by the Act are at the grassroots level and do not come to public attention unless publicized by the media.
 - By using the RTI act, the media can highlight and even investigate issues that concern the larger public interest.
 - The right to information provides the media with the opportunity to write and report stories with credibility and accuracy.
 - Media as guardians of freedom of speech and expression can help eradicate this poverty of information, by disseminating accurate information in order to secure people their rightful entitlements.
 - It is important that the media plays the role of an honest broker of information and in this the role of the media in the context of RTI becomes all the more necessary.
 - The objective of RTI to usher in a practical regime of right to information cannot be attained without a proactive role played by a disseminator, educator, awareness generator that is the media

The media is the prime beneficiary of RTI as media personnel have the time to pursue information, use it and take it to its logical conclusion.

- As Justice P.B.Sawant observed ‘With the right to information on their side, the media need no longer depend on questionable sources of information, and can use RTI Act to access credible and authentic information’.
- Media have three important functions to play in the context of RTI:
 - a) Inform and educate the people about RTI
 - b) To generate debate
 - c) To disseminate a democratic culture of tolerance towards alternative points of view
- In the context of RTI implementation, journalists have to play a dual role- as RTI activists and as monitors, scrutinizing the implementation of the law in rural and urban areas.
- The media also needs to collaborate with NGOs, especially those that work on legal literacy, which is key in rural areas.

ROLE OF MEDIA

What can the Media Do?:

- Catalyzing effective implementation of the Act
- Providing information to the citizens and building awareness about the Act
- Giving voice to the citizens
- Narrowing the democratic deficit
- Encourage debate and discourse among all stakeholders
- Supplementing development activities that have much relevance in the context of RTI (Anti-Corruption agendas, NREGS, Food for Work)

Specific Areas of Reportage:

Compliance Issues: Extent to which Public Authorities have complied with the provisions of the Act

- a) Citizen Participation: Opinion Polls, debates, write ups to stimulate public action
- b) Progress of the Act (Monitoring)
- c) Innovations in other parts of the world. Best practice awareness generation

Obstacles(Problems) Faced by Media:

Institutions and processes required to make the Act work more effectively are inadequate and inappropriate.

- Media role is affected when the information flow within the Government is skewed.
- Bureaucratic delays in providing information.
- Largely illiterate population which makes media campaigns more effective through the broadcast media rather than print. Again, the penetration of broadcast media, especially in rural India is not high.
- India does not have a separate and specific Fundamental Right of the Freedom of the Press. By and large, Courts have held that Freedom of the Press is within the scope of the Right of Freedom of Expression.

SIGNIFICANT INITIATIVES AND GLOBAL REPORTAGE

1) NDTV in partnership with leading civil society organisations had launched a nationwide campaign on RTI that seeks to build public awareness on RTI and wherein people were being encouraged not to pay bribes, but to ask for information under the RTI Act to solve their problems.

The Drive Against Bribes campaign covered the period July 1-15. Nearly 1500 trained volunteers were available at centres in 48 cities around the country. Eight media partners and more than 700 civil society groups were a part of this initiative.

Visit <http://www.ndtv.com/rti>

2) The Indian Express, a national newspaper, along with Parivartan, has been guiding people in exercising their right to information through a RTI forum. It has been doing this through a regular column – “Express Initiatives” - in which recent developments in this area are mentioned along with people’s experiences. It has not only reported cases of success and failure in use of the Right to Information Act but also published sample ‘questions’ to assist citizens in framing ‘well drafted’ questions. In addition to this column, the Indian Express has organized awareness camps and training workshops in association with other institutions to guide people in accessing information. They also have an interactive website to address queries and to provide suggestions.

Visit: <http://expressindia.com/initiatives/rti>

3) Doordarshan, the State owned broadcast network has launched a weekly half-hour programme on Right to Information. It aims to present best examples of how the common man has used the power of RTI.

a) Doordarshan will be traveling the length and breadth of the country and present one success story each week from each state. The show is an audience-based one with Live discussions, phone-ins and studio discussion.

b) The significance of Doordarshan taking this step is noteworthy. Doordarshan still has the highest penetration in the market and reaches rural India much more than other private channels. In fact most villages also have Doordarshan and this goes a long way in educating the masses.

4) Another noteworthy publication that is useful for practitioners and policy makers is the Hoot. Run by some of the most eminent journalists in India, it provides critical insights on right to information and provides alternative approaches to ensuring effective implementation.

Visit: <http://www.thehoot.org>

5) The British Broadcasting Corporation (BBC) has a dedicated homepage covering issues relating to the Freedom of Information Law. It proactively discloses information about the BBC that are mandated under the UK law. It also provides information of developments in other parts of the world

The law in the UK is also relatively new and the BBC is also a government owned news agency. Thus, it is unique in that it also plays a role as a disseminator and also have to respond to requests for information

Visit: <http://www.bbc.co.uk/foi/>

THE MEDIA CAN PLAY A CONSTRUCTIVE ROLE IN THE GOVERNANCE PROCESS BY:-

• **Catalyzing Effective Implementation of the Act:** As the ‘fourth pillar of democracy’, the media not only has an important stake in what the RTI Act purports to provide and achieve, but also in catalyzing and entrenching the implementation and enforcement of this significant piece of legislation.

- **Providing Information to the Citizens and Building Awareness on the Act:** Despite the provisions that have been made to access information, citizens resort to media like newspapers, radio, television etc. for day to day information about public authorities and their activities. The media provides a link between the citizens and their government. The media's right to information or right to tell is not a special privilege but rather, an aspect of the public's right to know. The media should fulfill this obligation.
- **Giving Voice to the Citizens:** As part of the civil society, the media has an obligation to articulate the needs and aspirations of the people. Using the Act, the media can highlight key issues faced by the citizens, particularly those faced by the poor and voiceless.
- **Acting as a Watchdog on behalf of the Citizens:** The best service that the media can provide to the public, whether in a mature or emerging democracy, is that of a community watchdog. Journalists should see and perform their role keeping in mind public interest. Using RTI, the media can expose corruption and inefficiency. However, in performing a watchdog role and digging out the truth, journalists should be careful in interpreting facts and evidence. It is important that the media plays the role of an honest broker of information for its readers without deliberate bias or favouritism. The media must consider its independence to be its most valuable commercial, editorial and moral asset. Maintaining its independence through professional behaviour and a code of conduct that is subscribed to by all journalists, the media can be a powerful user of the RTI Act and an agent for the empowerment of people through an Information Society. The objective of the Act to usher in a practical regime of right to information cannot be attained without a proactive role played by the media.

SUGGESTED AREAS FOR ACTION BY THE MEDIA

The following section provides cues for the media to use the RTI Act in discharging the following roles:

- In monitoring implementation of the Act
- In reporting on the effectiveness & efficiency of public service delivery
- In highlighting corruption and fraud related issues
- In highlighting citizen grievances
- In highlighting significant cases or efforts made by organizations/individuals on RTI.

However, it needs to be noted that the suggested areas are selective and are provided only to guide the media to effectively use the RTI Act provisions.

Role of Media Suggested Areas for Coverage and Reporting

MEDIA ROLE: MONITOR IMPLEMENTATION OF THE ACT.

Appropriate Government

- Have appropriate rules been framed? Are they in conformance with the spirit of the Act?
- Is there a centralised monitoring mechanism? What systems have been put in place to monitor the implementation of the Act?
- What efforts have been made to sensitise and train government servants and elected representatives?
- What public education and mass awareness activities have been undertaken?
- Has the government developed and published user guides for citizens on the RTI Act?
- What actions have been undertaken to ensure compliance with the Act and Rules by public authorities?

Public Authorities

- Have PIOs, APIOs, Appellate Officers been appointed? Has a directory of PIOs, APIOs, Appellate Officers been compiled and is it available in the public domain?
- Are public authorities setting up proper systems of records management that involves proper indexing, cataloguing and maintenance of records?
- How is IT being used in records management by different public authorities?
- Have all public authorities made suo motu disclosure under section 4 (1) (b) of the Act? Are these documents available widely through various channels and easily available to the public? What is the quality of such disclosure?
- Are all relevant facts being published while formulating or announcing key policies?
- Are reasons provided for administration or quasi-judicial decisions to affected persons?
- What efforts have been made to sensitise and train functionaries on the Act?

-
- What public education and mass awareness activities have been undertaken?
 - What actions have been undertaken to ensure compliance with the Act and Rules by functionaries?
 - Whether disposal of requests for information and first appeals are following the time limits stipulated under the Act? **Suggested Areas for Coverage and Reporting**
 - Details of applications rejected (or partial information withheld) by Public Information Officers
 - Details of 'third party' information provided to seekers
 - Amount of charges collected by each public authority under the Act;
 - Particulars of penalties paid by erring Public Information Officers
 - Particulars of disciplinary action taken against officers in respect of administration of the Act;
 - What systems have been put in place to monitor the implementation of the Act?

Information Commissions

- Disposal of Complaints and Appeals and qualitative analysis;
- Specific case studies on appeals and complaints
- Directions to Public Authorities to comply with Act provisions;
- Decisions requiring public authorities to compensate complainants
- Imposition of Penalties and recommendation of Disciplinary Action against PIOs – Description of cases and lessons for the future;
- Recommendations made to Government for effective implementation of the Act;
- Key findings from the Commission's Annual Report

MEDIA ROLE: REPORT ON EFFECTIVENESS & EFFICIENCY OF PUBLIC SERVICE DELIVERY

Asking Right Questions: Some Examples

Public Distribution System

- Verification of the number and details of beneficiaries
- Stock verification exercise - assess the total stock received by the fair price shop, total stock distributed, balance available
- Supply verification to assess the total sale of provisions to crosscheck whether all cardholders received the rations provided to them as per entitlements
- Whether list of BPL cardholders is displayed at the fair price shop
- Whether list of commodities and rates fixed by the Government are displayed for public scrutiny
- Examination of other registers supplied by Civil Supplies Officer/Mandal Revenue Officer.
- Functioning of fair price shops – days open, working hours, stock availability etc.

Integrated Child Development Scheme (ICDS)

- Registration of beneficiaries
- Attendance of children and anganwadi teacher
- Growth monitoring of children and pregnant women
- Participation in immunization
- Provision of Vitamin-A solution to children
- Supplemental nutrition
- Early childhood care and development (0-3 years)
- Pre-school education (2-5 years)
- Health check-up
- Enrolment in primary schools after completing pre-school
- Implementation of Citizen's Charter etc.

Primary Health Services subject to exemptions under section 8(1)

- Attendance of medical officer and other staff in the PHC
- Field visits of the PHC staff
- Supervisory visits undertaken by other health officials
- Stock registers of medicines with dates of procurement, expiry dates of medicines etc.
- Number of outpatients treated

- Maintenance of safety pits in the centre
- Number of surgeries conducted and their success rate
- Immunisation achieved as against the Action Plan
- Inspection of vaccines in the cold chain (refrigerators)
- Inspection of safety measures followed by the staff in regular medical treatment
- Maintenance of counterfoils on immunizations
- Inspection of other relevant registers
- Implementation of Citizen's Charter etc.

Primary Education subject to exemptions under section 8(1)

- Attendance of teachers (Teacher Attendance Registers)
- Attendance of students (Pupil Attendance Registers)
- Teaching standards in the schools (Curriculum and daily lessons)
- Enrolment and drop-out rate of students (boys/girls)
- Academic performance of schools
- Implementation of Mid-Day Meal Programme
- Infrastructure standards in the schools (Class rooms, black boards, teaching aids, equipments, toilets – general and girls etc.)

Land Records

- Land title (Private ownership)
- Land allotted to institutions
- Details of lands under Government/trusts/temples/ department authorities etc.
- Agriculture land records
- Forest land records
- Lands under public domain
- Details of persons who are in illegal possession of land and their status
- Lands acquired for rehabilitating communities/affected people
- Lands assigned to weaker sections, their development and use etc.

Environmental Protection

- Details of forest and natural resources, endangered species etc.
- Levels of environmental pollution
- Records relating to public safety and threshold levels of pollution
- Inspection of industrial units and trades that are potentially environment sensitive
- Environmental clearances

Public Works

- Contractual procedure
- Rate at which work awarded
- Basis for decision to undertake this work
- Contract clauses for work monitoring & completion
- Status of work
- Work monitoring
- Copy of sketch of each work
- Inspection of work
- Samples of materials used in work undertaken

Use of MP/MLA Local Area Development Scheme Funds

- Details of all the works awarded during the year out of the MP/MLA Constituency Development Scheme viz. type of work, name of agency, amount sanctioned, rate at which work awarded, date of commencement, date of

completion, basis for decision to undertake the work, status of work etc (Please check mplads.nic.in before filing an RTI Application. The information may already be available on the web).

Media Role: Highlight Corruption - related Issues

- Details of complaints of corruption received and the nature of allegations against each one of them subject to exemptions under section 8. **of Media Suggested Areas for**
- Copies of the complaints
- List of complaints that were closed without any investigation and reasons.
- List of complaints closed after investigation and copies of enquiry reports on the basis of which the complaints were closed.
- Cases where penal action has been initiated and details of penal action initiated.
- Cases where criminal complaints have been filed and their status. Cases that are pending and expected timeline for investigation to be completed

Media Role: Highlight Citizen Grievances

- List of all the grievances received from the public during the year or quarter and copies of the grievances.
- Action taken on each grievance
- Time limits for each grievance to be resolved as per rules/Citizen's Charter
- Penalty prescribed against the officials if they do not adhere to these time limits
- Reasons for delay in resolution of the grievances Action taken against the officials in each case of delay

Media Role: Highlight significant Cases or Efforts made by Organisations, RTI Champions & Citizens

- Publicity stories on cases where citizens managed to access information revealing public inefficiency or corruption
- Publicity stories on successful appeals to Information Commission
- Publicity stories on cases where information was wrongly withheld by PIOs
- Publicity stories on specific decisions by Information Commissions.
- Profiles of organizations promoting RTI
- Personality stories on Information Commissioners, prominent personalities and activists involved in the RTI campaign
- Write-ups on Right to Information in general
- Significant initiatives undertaken by civil society organizations and community based organizations
- Editorials
- Social Audit Case Studies

CONCLUSION

Finally we can say The right to Information act. encouraging journalists and society and Media play a positive role to create awareness among the public for RTI. RTI helps to expose various scams and scandals, Like 2G spectrum allotment, coal blocks allotment, organization of the Commonwealth Games and allotment of apartments in Adarsh Housing Society in Mumbai, was greatly helped by information accessed under the RTI act. By the use of RTI media Highlight Corruption - related Issues, Highlight significant Cases or Efforts made by Organizations, Highlight Citizen Grievances. The media play a constructive role in the governance process by Catalyzing Effective Implementation of the Act, Providing Information to the Citizens and Building Awareness on the Act and Acting as a Watchdog on behalf of the Citizens. In Significant initiatives print and electronic media created awareness for RTI among Public. NDTV, Indian Express and Doordarshan organised Campaigned, Published column and broadcasted an programme for created awareness for RTI among Public.

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MICRO FINANCE AND POVERTY ERADICATION: A STUDY IN KOLAR DISTRICT

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INTRODUCTION

Micro financing is small micro credit operations have existed since the mid 1700s. Although most modern micro finance institutions operate in developing countries. The rate of payment default for loans is surprisingly low more than 90% of loans are repaid.

MICRO CREDIT is a component of micro finance and is the extension of small loans to entrepreneurs, who are too poor to qualify for traditional bank loans. Especially in developing countries, micro-credit enables very poor people to engage in self-employment projects that generate income, thus allowing them to improve the standard of living for themselves and their families

Poverty is a condition in which a person of community is deprived of the basic essentials and necessities for a minimum standard of living. Since poverty is understood in many senses, the basic essentials may be material resources such as food, safe drinking water, clothing, and shelter, or they may be social resources such as access to information, education, health care, social status, political power, or the opportunity to develop meaningful connections with other people in society. In early 1980s, the existing banking policies, procedures, and system were not suited to meet the requirements of poor. For borrowings, poor people usually resort to unorganized sector. NABARD recommended that alternative policies, system, and procedures should be put in use to save poor from the clutches of moneylenders. Thus, micro finance was introduced in banking sector.

Micro finance is the provision of broad range of financial services such as deposits, loans, payment services, money transfers, and insurance to the poor and low-income household and their micro-enterprises. Micro finance is regarded as a tool for social-economic up-liftment in a developing country like India.

STATEMENT OF THE PROBLEM

As Kolar district of Karnataka is a draught prone area and agriculture completely depends on rains, people used to go to moneylenders for their financial needs with high rate of interest. Money lenders used to lend money based on the collateral security provided by the people. By this system the barrows used to face high burden for repayment because of high rate of interest.

One of the governments programmes such as Micro finance refers to loans, savings, insurance, transfer services and other financial products targeted at low income clients for providing adequate credit to the poor through simple procedures, there concept of the micro finance was introduced by NABARD in India during 1992-1993.

Micro finance through Self Help Groups becomes a ladder for the poor to improve them economically, but also socially, mentally, and physically sound. Therefore, my aim is to study how best the scheme is beneficial for the upliftment of the poor.

Hence, my study is “THE ROLE OF MICRO FINANCE IN ERADICATION OF POVERTY”- A study in kolar district.

OBJECTIVES OF THE STUDY

The objective of the study is to understand the level of poverty reduction in rural area through micro finance in Kolar district.

1. To study the awareness of rural people regarding micro finance facility
2. To study whether the poor people in rural areas are utilizing properly the micro credit for the purpose for which they borrowed.
3. To study the whether micro credit facility reduce the poverty of backward class people.
4. To examine the problems faced by the beneficiaries by micro credit.
5. To examine whether the rural imbalanced people are really empowered after availing micro credit.

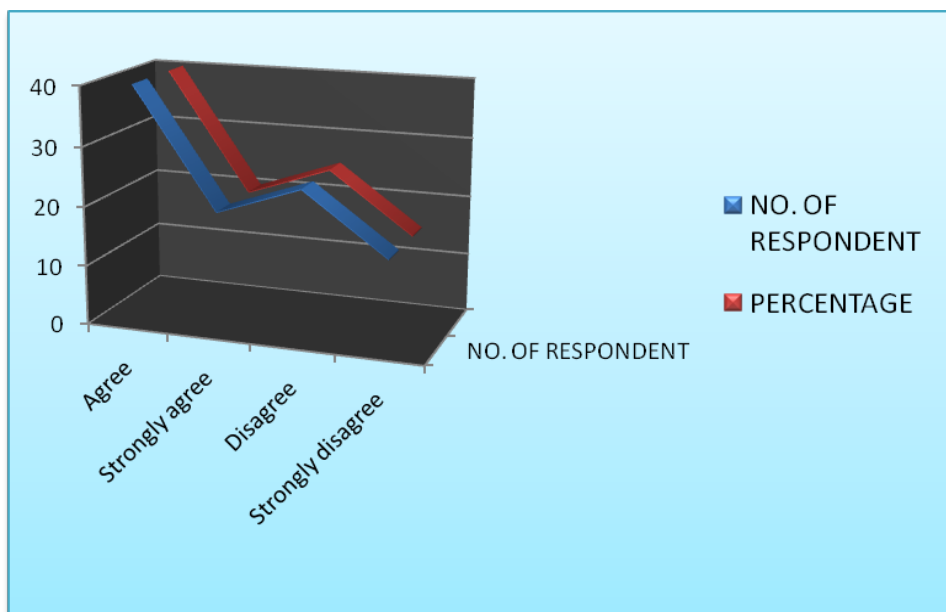
One way to help the world’s poorest in the form of micro finance, which brings basic banking tools to the world’s most needy. World Bank estimates that there are more than **500 million** people who directly or indirectly benefited from micro finance.

The study mainly covers the micro finance and its empowerment of rural people and focusing whether the rural people are really empowered after benefited from micro credit or not. The scope is limited to Kolar district only.

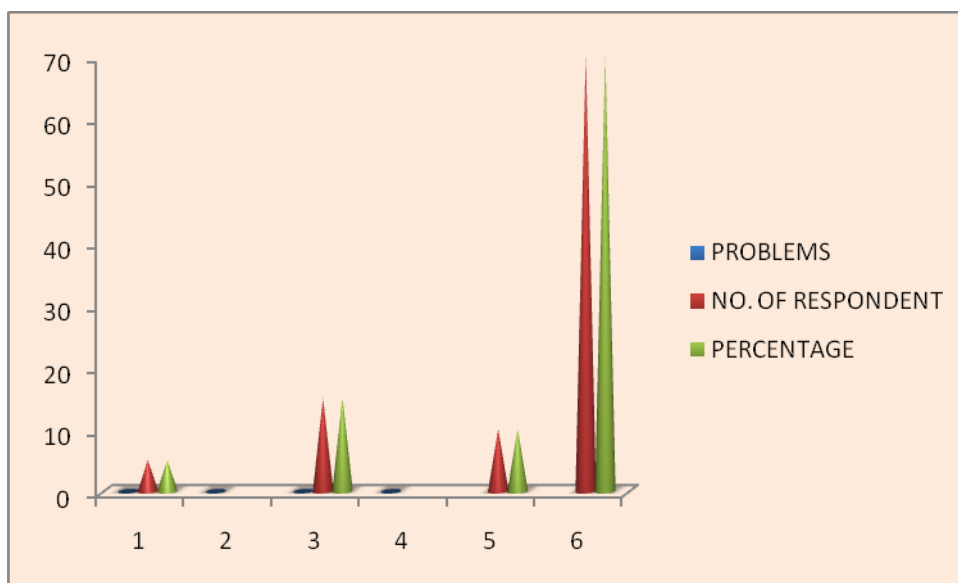
SAMPLE SIZE

The total sample size is 100 respondents, who are the beneficiaries of micro credit. The geographical spread of this study is limited to Kolar district and its taluks. They are Kolar, bangarpet, mulbagal, srinivaspur, malur. In addition, from each taluk 20 respondents are selected at random.

GRAPH SHOWING IMPROVEMENT IN STANDARD OF LIVING OF RESPONDENTS FAMILY AFTER AVAILING MICRO CREDIT FACILITY



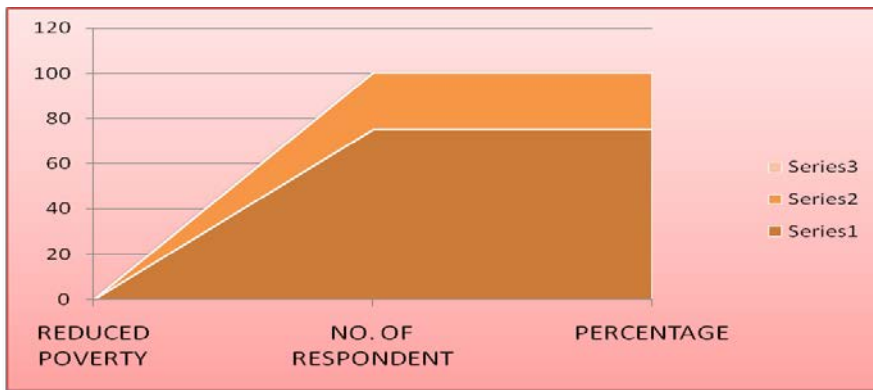
GRAPH SHOWING PROBLEMS FACED BY MICRO CREDIT FACILITY BY RESPONDENTS



INTERPRETATION

From the above analysis, it is found that majority i.e., 70 per cent of respondents felt none of the problem faced in micro finance. Hence, it is concluded that micro finance facility is not a burden to rural people.

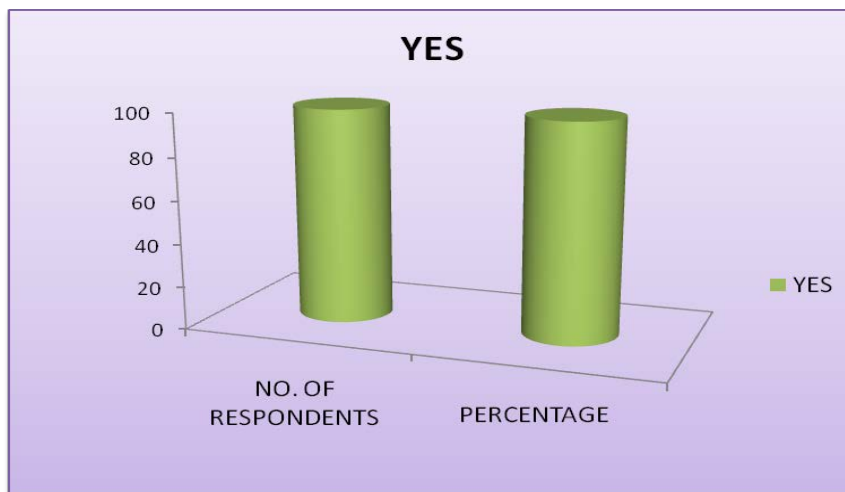
GRAPH SHOWING MICRO FINANCE IN POVERTY REDUCTION



INTERPRETATION

From the above analysis and graph, it is understood that the poverty was reduced by 75 percent, which is an achievement, by the micro finance institutions. And remaining 25 percent of people is not utilizing this facility properly.

GRAPH SHOWING MICRO FINANCE IN FULLFILLING THE BASIC NEEDS OF CLIENTS



INTERPRETATION

From the above table and graph, we can conclude that micro finance is greatly helpful to the rural people in meeting their basic needs. Hence, it is concluded that micro finance institutions is completely helpful to eradicate their poverty level.

FINDINGS

1. It is found that 40 percent of micro finance beneficiaries were house wife. However, supporting their husbands to run petty business and 65 percent of beneficiaries were utilizing their loan amount for petty business.
2. The people who lend with money lenders are now attached with micro finance institution say 80 percent of people are willing to adopt micro finance.
3. From the study, it is found that majority 48 percent of rural people purchased assets to run their business .It shows that clients did not spend lavishly.
4. 84 percent respondent beneficiaries’ opined that micro finance is very much helpful for the development of rural area. And 100 percent of the respondents are fully satisfied that the procedure is very much easy than in banks to avail loan facility.
5. Majority of customers say 75 perc are agreed that micro finance is a good economic tool for the reduction of poverty.

6. 100 perc of respondents said that micro finance fulfills their basic needs.

CONCLUSIONS

A large proportion of the population of the country is poor and deprived of the basic necessities of life, the socio economic development of the country will be a day dream without their upliftment. And especially Kolar is a draught prone area and agriculture is also completely dependent on rains. Therefore, Government has made efforts for the development of the poor through the tool such as micro finance, which will make the poor to come out of the poverty to lead a better healthy and meaningful life.

A RELATIVIST STANCE ON GLOBAL JOURNALISM ETHICS

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ABSTRACT

Ethical norms and values have always been central to the profession of journalism. A profession constantly engaged in social transformation naturally touches conflicting sets of value systems of the society. Thus objectivity and integrity matter a lot and constitute the guiding force. In an age of globalization and new media, the media scope has further widened defying geography and culture.

Since the birth of modern journalism in the 17th century, journalism has gradually broaden the scope of the people that it claims to serve — from factions to specific social classes to the public of nations. The journalistic principle of “serving the public interest” has been understood, tacitly or explicitly, as serving one’s own public, social class or nation. The other principles of objectivity, impartiality and editorial independence were limited by this parochial understanding of who journalism serves. For example, “impartiality” meant being impartial in one’s coverage of rival groups within one’s society, but not necessarily being impartial to groups outside one’s national boundaries.

Global journalism ethics, then, can be seen as an extension of journalism ethics — to regard journalism’s “public” as the citizens of the world, and to interpret the ethical principles of objectivity, balance and independence in an international manner. Journalism ethics becomes more “cosmopolitan” in tone and perspective.

Global media ethics aims at developing a comprehensive set of principles and standards for the practice of journalism in an age of global news media. New forms of communication are reshaping the practice of a once parochial craft serving a local, regional or national public. Today, news media use communication technology to gather text, video and images from around the world with unprecedented speed and varying degrees of editorial control. The same technology allows news media to disseminate this information to audiences scattered around the globe.

Despite these global trends, most codes of ethics contain standards for news organizations or associations in specific countries. International associations of journalists exist and some have constructed declarations of principle. But no global code has been adopted by most major journalism associations and news organizations. An adequate global journalism ethics has yet to be constructed.

Keywords: Objectivity, Globalization, Cosmopolitan, Cultural hybridity, Normative, Utilitarianism

INTRODUCTION

Is journalism ethics always contextually bound, or can we construct an ethical framework that we can apply globally? Obviously, this is not a simple and straightforward question to answer. In the light of the multicultural diversity that we are increasingly exposed to in a globalizing world, the profession of journalism must explore whether we agree upon one set of ethical values for journalists everywhere, or should we take a relativist stance and accept the notion that journalism ethics will differ from country to country, culture to culture, religion to religion? This discourse centers on the complex relationship between the universal and the particular, a long-standing philosophical problem. Globalization has increased our awareness of the more intense mutual interdependence between countries through markets, communications, finance, crime and culture (Bentley and Hargreaves, 2001:5). The events of September 11, 2001 have brought the question of conflicting sets of values and ideologies to the fore with a force that is impossible to ignore and have violently underlined the fact that Western liberalism as a moral framework is not accepted universally (Bentley and Hargreaves, 2001:6). Although not all Western media frameworks are rooted in capitalist, liberal individualism, the reminder that one set of values cannot be imposed globally also applies very specifically to journalism after 9/11, with new ethical challenges in terms of reporting on *us* and *them* (Zelizer and Allan, 2002).

The new global landscape is uncertain and often precarious one. Asking questions about how to find consensus on journalism ethics means that we at least recognize the need for a set of values to guide journalism through uncharted territory. Although the notion of universal norms and epistemologies has experienced a crisis in the

post modern era (Ang, 1998), the global acceleration of new media technologies and their increased reach has meant that the media play an unprecedented role in the lives of especially people in the developed world. The media have become environmental (Silverstone, 2007) to the extent that access to or exclusion of that environment has a profound influence on our material existence as well as our identities. These new technologies have in themselves posed new challenges for journalism ethics and the very definition of journalism (Singer, 2006; Lumby & Probyn, 2003). For all these reasons, an engagement with global media ethics is of vital importance. This exercise can be very helpful in understanding how journalists worldwide see themselves and their work (Deuze, 2005; Hanitzsch, 2007; Weaver, 1998).

A THEORETICAL FOUNDATION

When considering theoretical foundations for global journalism ethics, we have to realize that theories are constructed within social, cultural, and political contexts. The contexts that have shaped theories of journalism ethics have until now been predominantly located in the global North, more specifically the United States (Alia, 2004:4). Constructing a theoretical framework for global ethics (which would include journalism ethics) will face challenges arising from cultural diversity in a globalized world, but also from political, economic, and social factors that impact on the construction of ethical theory. Ladikas and Schroeder (2005: 407) list five challenges for global ethics:

- Global inequalities such as poverty/nutrition, HIV/AIDS, and gender bias
- Cultural differences in moral perspectives
- Difficulties in determining moral perspectives
- Lack of a relevant global decision-making body with enforcement authority
- Historical injustices

The global journalism ethics must have a solid theoretical base, but cannot be developed in isolation from real life power relations, injustices and inequalities. While exploring the possibility of global media ethical values, we should not only be motivated by what Gikandi (2005: 609) refers to as the celebratory narrative of globalization, but also by its counter- narrative, namely that of crisis. Just as global media facilitate increased mobility across borders, the shrinking of the world, and cultural hybridity, they also form part of – and contribute to – a world that is starkly divided between those that benefit from globalization and those that remain on its margins. These power relations and global inequalities can influence the way that supposedly “universal values” are interpreted in different contexts. These interpretations might differ significantly from the currently dominant interpretation to such an extent that it undermines the dominant ethical framework into which these assumed universal values have been incorporated.

What happened in South Africa in 2007 is a very interesting case in the point. The publication of the health minister’s apparent actions in hospital and references to a time when she was apparently involved in stealing from patients while she was a nurse sparked much debate about the state of media freedom in the country. The debate about the media’s ethical role in South Africa also became cultural debates about the renegotiation of post apartheid identities (Wasserman: 2003). What these clashes seem to indicate is that media ethical values such as truth and human dignity have been interpreted through different cultural, political, and historical lenses, which often intersect with social and racial polarizations and hierarchies (Shepperson and Tomaselli: 2002). An African view of journalism ethics emerged from these (politically charged) debates and was contrasted against a more conventional journalism ethical framework that was characterized as Western and therefore unsuitable for the African context.

The above mentioned example of how differently the ethical values of dignity, privacy, and public interest were defined by various role players in South African context, is an example of how local cultural frameworks, political exigencies, and social conditions impact on the interpretation of ethical values that have been globalized as professional norms and standards. Furthermore, the example showed how journalists in local contexts can interpret certain values differently from the way that they have been understood in the theoretical framework. In particular, these interpretations can also vary greatly, shaped as they are by cultural, political, social, and material conditions. In thinking about global journalism ethics, we not only pay attention to global: local matrix in order to see how journalism ethics become glocalized in particular settings (Wasserman and Rao, 2008), but also acknowledge the heterogeneity of specific journalistic cultures and the hierarchies and power relations these particular journalistic communities display (Krukeberg and Tsetsusa, 2004).

Journalism ethics is usually discussed under three different categories and the negotiation of global journalism ethics must take into account all these:

META-ETHICS

The question about whether ethical norms are universal or relative, or whether morality only applies in specific places and times, is a meta-ethical question. Meta-ethics is concerned with the nature of ethics, the meaning of ethical concepts and the validity of ethical claims. Are moral judgements based on subjective preferences or objective facts? (Baggini and Fosl, 2007: 98-99, 147-148). Further, we can distinguish between epistemological relativism and cultural relativism. Our knowledge of good and evil, right and wrong, is rooted in specific experience, and these truths cannot be universalized. The cultural relativism has to do with our awareness of cultural diversity in a globalized world and the understanding that morality obtains its meaning within specific cultures, languages, and histories. The shift in recent years toward greater recognition of cultural difference also has to do with the paradoxical counter-effect of the process of globalization, namely the assertion of the local in the face of the rapidly expanding global (Christians, 1997b:187). One way of approaching the problem is to agree on certain fundamental conditions for human flourishing (Ladikas and Schroeder, 2005: 408) that could be applicable across cultures. On a theoretical, meta-ethical level, the question that remains is on what presuppositions we are to base our fundamental principles and our moral precepts (Donegan, 1977:32) in order to make a distinction between fundamentals and culturally determined norms.

NORMATIVE ETHICS

Normative ethics pertains to judgements we make about particular issues (Baggini and Fosl, 2007: 147). Normative theories provide justification for why particular actions are moral or not according to a logical argument about how actions can be judged. Normative theories are classified in five categories (Christians, Rotzoll, Fickler, McKee, and Woods, 2005: 12):

- Virtue theory
- Deontological theory
- Utilitarianism
- Social Contractualism
- Ethics of care

If journalism ethics is to become more inclusive of global diversity, normative journalism ethics will have to become more inclusive of global diversity, normative journalism ethics will have to become more inclusive of other traditions. Examples of normative theories from other traditions include Buddhist ethics; another non Western approach is African ethics (a person is a person through other persons: Blankenberg, 1999; Wasserman & De Beer, 2006).

International comparative studies of press systems (e.g., Bertrand, 2000) or press codes (e.g., Hafez, 2005) have provided a descriptive overview of journalism ethics globally, but these studies often remain descriptive and do not engage with ethical theory on a fundamental level in order to construct a new global framework.

The international crisis following the publication of cartoons depicting the prophet Muhammad in the Danish newspaper *Jyllands Posten* in September 2005, underlined the need for more attention to Islamic normative ethics (Mowlana, 1989; Mohamed, 2008). What is crucial is that journalism ethics move beyond static and outdated normative theories, which still has a strong influence on normative ethical thinking. Old dichotomies between the West and non-West are passé (Kruckeberg and Tsetsura, 2004:85). Moreover, ethical theories that take the nation-state as their central basis of comparison are flawed in an era of globalization, with its complex flows and contra – flows. A dynamic theory of journalism ethics is needed for a dynamic era in global journalism.

APPLIED ETHICS

Applied ethics is the branch of ethical thinking in which decisions are made about ethical action in actual cases. In journalism, these decisions often have to be made under great pressure and with very limited time available. For this reason, journalists should be well versed in ethical theory and systematic decision making so that ethical cases can be argued under pressure. In recent years, partly thanks to new technologies such as the

Internet, comparative discussions of ethical case studies have become more commonplace due to a variety of media watchdog organizations circulating updates and alerts about journalism ethics case studies on Websites and list serves, as well as bloggers around the world that share their views of the media. While these opinions are not always based on sound argumentation or informed by journalistic ethical theory in the scholarly sense, they do serve to stimulate debate about good or bad journalism and create awareness of journalists' responsibilities.

Internationally, journalists and media organisations practice self-regulation by means of ethical codes. Examples of best practices can be exchanged from organization like New Ombudsman, and precedents can be set for others to follow. Such comparative work does not necessarily solve the problem of dominant normative frameworks remaining in place, or the relation between the global and the local, but they can provide a space for dialogue and exchange between different points of view.

SOCIAL NETWORKING MEDIA & ETHICS

The digital revolution is turning people into producers, as well as consumers, of media content. But this new reality has yet to be fully assimilated, and journalists face questions and uncertainties about their social role, their duties and also their rights.

In the view of Brazilian university professor Rosental Calmon Alves, the world is experiencing 'a revolution with very few historical precedents. Alves is a prominent advocate of network journalism and a promoter of what he calls a 'media ecosystem,' in which the multimedia digital platform will be more powerful than newsprint. One element of this 'ecosystem' is the change from a 'media-centred' system to a 'person-centred' one, in which every person is a potential participant, says the Brazilian cyber enthusiast. 'We have entered the 'Prosumer' society,' made up of producers who are also consumers of media content, he told the Spanish newspaper El País. The prosumer society has multiple forms of self-expression, and it is still early to tell which of these will survive the founding of the new era. Social networks stand out, particularly twitter, which is based on ordinary citizens creating online information.

What are the rights and responsibilities of professional communicators with regard to the social media? Are journalists barred by their profession from expressing themselves on networks like Twitter? Can media owners set limits on what reporters say as private individuals online? Javier Darío Restrepo of Colombia, regionally recognised in the field of journalistic ethics, established one premise: 'Ethics do not change with technological changes.

'Principles that were valid for Gutenberg are still valid for web surfers. They must be applied more rigorously by the latter, in fact, because netizens have a more powerful instrument. The greater the technological power, the greater the responsibility demanded,' he said. 'I have an ethical commitment to truth as both a journalist and a twitterer,' he added. As for the responsibilities of journalists who twitter, there are differences between what they publish in the media they work for and what they tweet, said Restrepo, who is head of the ethics department at the New Ibero-American Journalism Foundation (FNPI). 'In a newspaper, a reporter writes in the name of a media outlet that has real credibility, conferred by its readers. On Twitter, he or she speaks as a private individual; this reduces his or her responsibility, but not his or her commitment to the truth,' he said. In Restrepo's view, whenever journalists communicate, they must bear in mind that 'they are not free to say whatever they want, but what they ought to say,' and 'neither their freedom (of expression) or their rights are absolute. They are always limited in practice by the rights and freedoms of others.' Margarita Torres, a professor of communications at Mexico's Ibero-American University, said journalists have the same rights as other citizens to use social networks, but added that 'protecting and respecting their own profession will set limits' to their use. Torres finds it hard to separate journalists and human rights. 'I can't just set aside the idea of integrity,' said this member of the Red de Periodistas de a Pie (On-the-Ground Journalists' Network) which is very active online.

'The human rights of journalists cannot be curtailed; they should be the same as those of any citizen. But at the same time, reporters are 'guardians' of the much-trumpeted right to information, with all this implies,' Torres said. When journalists use networks like Twitter, they must remember that their followers -- in this case, the general public -- want 'reliable information,' told more boldly, perhaps, 'but reliably,' said Torres, an expert on social responsibility among communicators. She gave examples of cases in which followers have demanded corrections of mistaken information given by journalists through their personal Twitter accounts, and of others working in conventional media who have been called to account, over the social networking sites, for editorial decisions made by their publication. In regard to the rifts and conflicts that have emerged between journalists

and the media outlets that employ them because of their personal expressions on Twitter and other networks, Torres added to Restrepo's ethical mantra the tool of self-regulation, particularly in promoting transparency.

The codes of ethics and internal regulations of media outlets provide a route map. But when a journalist's point of view collides with that of the publication he or she writes for, they will not prevent firing or disciplinary action for what is said in a personal capacity in cyberspace or in opinion and analysis columns in the publication itself. The problem, according to Torres, 'is that the media have not been required to have clear labour and ethical policies, and now additional policies relating to social networking sites are needed.' One of the most famous cases of a reporter being sacked by her employer because of opinions expressed in social media is that of CNN journalist Octavia Nasr, who was fired in July because she expressed sadness at the death of Lebanon's Grand Ayatollah Mohammed Hussein Fadlallah on her personal Twitter account. And there are hundreds of other cases, on every continent.

Raisa Uribarri, a professor at the University of the Andes in Venezuela, pointed to another problem faced by journalists who express their personal opinions on networking sites or in the blogosphere: the political or economic powers-that-be can use their views to blacken the reporter's reputation. 'The tracks you leave of your private life on the networks create opinions that may work for or against you when the chips are down,' said Uribarri, who described the case of a journalist who asked Venezuelan President Hugo Chávez an awkward question. Government-aligned media and officials used opinions critical of the Chávez administration, posted by the journalist on Twitter, to discredit her, said Uribarri, who is an expert on communications and new technologies, as well as a journalist. 'Because they are so easy to use, social network services have contributed to journalists' exposure to the public, not as workers for a particular media outlet but as private citizens with their own opinions which, obviously, do not necessarily coincide with the editorial stances of the media for which they work,' she said. Ideally, in Uribarri's view, this mismatch should not create any more difficulties for journalists than their ethical commitments, but media reprisals against employees have been documented 'when they express different opinions, in a personal capacity and outside the outlet in question.'

The question of what to do was answered by Uribarri with questions of her own: 'Shall we practise self-censorship? Shall we be like angelic creatures, devoid of opinions? Shall we stop using the social networks, or only post about topics other than our professional work? Shall we lead parallel lives on the networks? Would the media find this acceptable? Shall we hide behind a shield of anonymity? Is that ethical?' She also related an incident from a recent international web seminar on journalists' identity management on the net. A young Latin American woman, recently graduated in social communication, who has been active online for years and has an established online identity, asked the debating thread: 'Does this mean that when I start working for a media outlet I won't be able to be myself?' Uribarri offered her own recipe: 'I am very careful about every tweet, every update on Facebook and every line in my blog. Because yes, I am a citizen, but I have special responsibilities because of my profession.'

WHY A GLOBAL ETHICS?

The attempt to reform the global media system is much wider in scope than an attempt to construct a global media ethics. The former looks at what norms should guide media practitioners when they face difficult decisions on what to report. The latter goes beyond ethical reflections to include the economics, politics, and technology of media.

There are at least two reasons:

- (1) Practical: a non-global ethic is no longer able to adequately address the new problems that face global journalism, and
- (2) Ethical: new global responsibilities come with global impact and reach.

News media now inhabit a radically pluralistic, global community where the impact of their reports can have far-reaching effects — good or bad. News reports, via satellite or the Internet, reach people around the world and influence the actions of governments, militaries, humanitarian agencies and warring ethnic groups. A responsible global ethic is needed in a world where news media bring together a plurality of different religions, traditions and ethnic groups.

One responsibility is to report issues and events in a way that reflects this global plurality of views; to practice a journalism that helps different groups understand each other better. Reports should be accurate, balanced and diverse, as judged from an international perspective. A biased and parochial journalism can wreak havoc in a

tightly linked global world. Unless reported properly, North American readers may fail to understand the causes of violence in Middle East, or a famine in Africa. Biased reports may incite ethnic groups in a region to attack each other. A narrow-minded, patriotic news media can stampede populations into war. Moreover, journalism with a global perspective is needed to help citizens understand the daunting global problems of poverty, environmental degradation, technological inequalities and political instability.

COMPONENTS OF GLOBAL MEDIA ETHICS

The development of global journalism ethics has the following tasks.

Conceptual tasks

New philosophical foundations for a global ethics, which include:

- Global re-interpretation of the ethical role and aims of journalism
- Global re-interpretation of existing journalism principles and standards, such as objectivity, balance and independence
- Construction of new norms and “best practices” as guides for the practice of global journalism

Research tasks

More research into the state of journalism, amid globalization:

- Studies of news media in various regions of world
- Studies on the evolution and impact of globalization in news media, with a focus on ownership, technology and practice
- Studies on the ethical standards of new media in different countries
- Studies on news coverage of international problems and issues

Practical tasks

Actions to implement and support global standards:

- Application of this global perspective to re-define the coverage of international events and issues
- Coalition-building among journalists and interested parties with the aim of writing a global code of ethics that has wide-spread acceptance
- Initiatives to defend and enhance free and responsible news media, especially in areas where problems are the greatest.

HOW WOULD A GLOBAL ETHICS BE DIFFERENT?

Philosophically, the distinct conceptual element of a global ethics can be summarized by three imperatives:

1. Act as global agents

Journalists should see themselves as agents of a global public sphere. The goal of their collective actions is a well-informed, diverse and tolerant global “info-sphere” that challenges the distortions of tyrants, the abuse of human rights and the manipulation of information by special interests.

2. Serve the citizens of the world

The global journalist’s primary loyalty is to the information needs of world citizens. Journalists should refuse to define themselves as attached primarily to factions, regions or even countries. Serving the public means serving more than one’s local readership or audience, or even the public of one’s country.

3. Promote non-parochial understandings

The global journalist frames issues broadly and uses a diversity of sources and perspectives to promote a nuanced understanding of issues from an international perspective. Journalism should work against a narrow ethnocentrism or patriotism. What do these three imperatives imply for specific standards of journalism, such as objectivity? Under global journalism ethics, objectivity becomes the ideal of informing impartially from an international stance. Objectivity in journalism has usually been understood as the duty to avoid bias toward groups within one’s own country. Global objectivity takes on the additional responsibility of allowing bias towards one’s country or culture as a whole to distort reports, especially reports on international issues.

Objective reports, to be accurate and balanced, must contain all relevant international sources and cross-cultural perspectives. In addition, global journalism asks journalists to be more conscious of how they frame the global public's perspective on major stories, and how they set the international news agenda. The aim of global journalism should be more than helping the public sphere "go well" at home, as civic journalists say. The aim should be to facilitate rational deliberation in a global public sphere.

Global journalism ethics implies a firm journalistic response to inward-looking attitudes, such as extreme patriotism. It was disturbing to see how some news organizations during the Iraq War of 2003 so quickly shucked their peacetime commitments to independent, impartial reporting as soon as the drums of war started beating. Cosmopolitanism means that the primary ethical duty of a global journalism in times of conflict and uncertainty is not patriotism of blind allegiance, or muted criticism. Public duty calls for independent, hard-edged news, along with investigations and analysis.

VARIED PERSPECTIVES: UNIVERSAL VALUES

Among advocates of global ethics, there is disagreement over whether ethicists need to identify "universal values" among all journalists, or humans. Do such universal values exist? What might they be? Recently, a growing group of ethicists have attempted to identify a common core of values in various places: in codes of journalism ethics, in international treaties on human rights, in anthropological studies of culture.

One view is that neither universal values nor universal consent is required for a plausible, global code. This view sometimes stems from a contractual or 'constructionist' view of ethics. The constructionist does not believe that ethics depends on "finding" or "discovering", through empirical means, a set of universal values that all rational people acknowledge. Rather, the correct method of global ethics is to see whether all or most interested parties are able to "construct" and agree upon a set of principles through a fair process of deliberation. On this view, it is also not clear that a set of values must gain universal consensus — a demand that seems unduly strong, given the variety of new media in the world. A weaker requirement would aim at the construction of a set of principles agreed to by most major journalism associations and news organizations.

Global journalism ethics will have to amount to more than a dreamy spiritualism about the brotherhood of man and universal benevolence. Conceptually, there is work to be done. Global journalism ethics must show, in detail, how its ideas imply changes to norms and practices. What exactly do journalists "owe" citizens in a distant land? How can global journalists integrate their partial and impartial perspectives? How can journalists support global values while remaining impartial communicators?

Reforming media practices

The slow, complex, practical task of developing better media practices is no less imposing. Exhorting individual journalists to be ethical will be futile unless supported by an institutional climate that encourages global values in the newsroom. Aware of such difficulties, some journalists may accuse global journalism ethicists of being unrealistic in thinking that news organizations will provide the education, expertise and extra resources needed to achieve a high-quality cosmopolitan journalism.

CONCLUSION

It is clear that the challenges for journalism in the contemporary, globalized era are many. In a time when journalism is undergoing rapid change and media are impacting on social life globally on an unprecedented scale, the question as to how ethical journalism should be understood globally has become urgent. Is it possible to agree on ethical conduct for journalists around the globe? How should journalism ethics account for the plurality and diversity in a multicultural, globalized media environment? These are important, yet difficult, questions that will remain on the research agenda for ethicists for years to come.

While answers remain elusive, it is clear that journalism ethics will have to change if it is to become truly global. Theories developed in the North cannot masquerade as universal, nor will a superficial inclusion of different perspectives be enough if it is not accompanied by a serious attempt to revise ethical theory fundamentally. On the other hand, the demand for local values and cultural difference should not become a smokescreen for expedient political wrangling either, whether on the side of journalists or politicians, as seemed to be the case in the example from South Africa - although global journalism ethics will also have a political dimension in its demand for social justice and global equality.

The debate about journalism ethics in the future will have to be inclusive, but also robust enough to encourage challenges from various competing perspectives. Such a debate will also have to include attention to the ways in which economic, social, and cultural power relations influence our understanding of journalism ethics. What is needed is a critical dialogue. Bentley and Hargreaves (2001: 13) argue in the light of the crisis of Western liberalism, for a more dialogic, negotiated approach to global morality:

The moral discourse of the West in the last 20 years tells us that we need to reconsider the self confident simplicities, the fundamentalisms of liberalism, in favour of bestowing more authority upon negotiated communities of interest, both at the national and international level.

Such an open ended, negotiated approach, in which ethical values remain provisional and emerge from a critical dialectic between different ethical frameworks, is one through which we can hope to make progress on our way to global journalism ethics.

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EMPLOYEE RETENTION BY MOTIVATIONAL STRATEGIES

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ABSTRACT

Employee retention is a vital ongoing process in which the organization retains the employees for the maximum period of time or until the completion of the work, as it is a lifelong employment relationship between employer and employee. Employee motivation theories and offers an explanation of how employee motivation affects employee retention within organizations. The outcome of the study is expected to help the employees of these Organizations in minimizing the attrition rate by developing effective retention strategies specific to their Organization.

Keywords – Employee Retention, Retention Strategies, attrition rate, motivation.

INTRODUCTION

Today, changes in technology, global finances, trade agreements, and the like are directly affecting employee/employer relationships. “Until recently, trustworthiness was the cornerstone of that relationship. The loss of talented employees may be very detrimental to the company’s future success. Outstanding employees may leave an organization because they become highly dissatisfied, under paid or unmotivated (Coff 1996), and while trying to retain employees within the organization they may present other challenges as well. They may demand higher wages, not comply with productive co-workers.

Every organization invests time and money to prepare a new joiner, make him a corporate organized material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. During the 1990’s, job seekers had a dizzying array of choices when they searched for work. It was a difficult task for employers to keep employees. Losing employees always meant losing knowledge, capital, skills, and experience. Losing knowledge was a major concern to organization. If an organization lost an employee with a great amount of knowledge, it essentially lost revenue that the employee would have generated.

According to the American Management Association, the biggest cost on turnover is that of replacing an employee who leaves. This cost is calculated conservatively at 30% of an employee’s annual salary and for those employees whose skills are in high demand, the cost can rise to two-thirds of their annual salary (Dibble, 1999)¹. However, other studies have found the replacement costs of lost talent to be between 70% and 200% of the lost employee’s annual salary (Kaye & Jordan-Evans, 1999, p.29). Increasing aggressive recruitment and global demands have made retaining the scarce skills more difficult. The main shortcoming is not only losing key members, but the lost productivity and replacement cost. Very few institutions can afford to employ, train and allow their most valued and talented employees to leave, when it is difficult to find better replacements.

If an employer lost an employee with a great amount of experience, it would take lots of time and money to retain a new employee for positive production. Experience is an intangible that is relied up heavily. Every workers carries with him or her at least three basics types of experience. Every worker possesses a certain amount of industry, company and position specific experiences. Employees leave for a variety of reasons including poor supervision, unchallenging position, limited advancement opportunities, lack of recognition ,limited control over work, perceived pay in equity and perception of more favourable opportunities in other companies. High employee turnover is one greatest causes of declining productivity and decreased morale in corporate. While morale decreases, recruiting and training cost increases and an organization can find itself in a vicious cycle.

A good employer should know how to attract and retain his employees (Qadria Alkandari, 2009)². There might be many other strategies to keep the employees comfortable in the present job but motivation strategies boost

¹Dibble, S. (1999). Keeping Your Valuable Employees: Retention Strategies for Your Organization’s Most Important Resource. New York: John Wiley & Sons

² Qadria Alkandari (2009) Employees retention in private sector an exploratory study in the State Of Kuwait.

the employees on day to day basis. Contrary to modern belief, monetary compensation is not the highest employee motivator. According to the Harvard Management Update (June, 1988) nine of ten managers think people stay or go because of money. But, Kaye and Evans (2000)³ conclude that money and perks matter, but employees are interested in challenging and meaningful work, good bosses, and opportunities for learning and development

Thus, the present study aimed to enhance our understanding and improve the shortage of literature by focus on the state of Kuwait to explore the main private sector workforce retention factors that lead to their existing in their work place.

EMPLOYEE RETENTION

Employee retention is an important ongoing process in which the organization retains the employees for the maximum period of time or until the completion of the project. It is a continuing employment relationship. It refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Employees can be retained and satisfied within those organizations which keep on learning that how to keep their employee's satisfaction at highest level.

Employee retention in relation to customer retention (Jamal & Adelowore, 2008; Yavas, et al., 2003) and quality service (Redman & Mathews, 1998) and how training, recruitment and development reduces turnover rate.

LITERATURE REVIEW

Bhatnagar, Jyotsna (2008), reveals that a good level of engagement may lead to high retention and grooming of future leaders for the organization.

Sunil Ramlall (2003) in his study on employee retention suggested that lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, inadequate emphasis on teamwork, not having the opportunity for a flexible work schedule are among the most common reasons for employees' leaving an organisation.

Konana and Balasubramanian, (2001), A knowledge economy is one that relies intensively on human skills and creativity, the utilization of human intellectual capital supported by life-long learning and adaptation, the creative exploitation of existing knowledge, and extensive creation of new knowledge through research and development.

Kiran Karnik, (2006) Many researches indicate globalization, customization of services, upgrading quality, improving employability, developing soft skills, attracting and retaining talent, generating motivation, increasing efficiency, and developing creativity are the many challenges faced by the Indian IT industry. Human resources are not only the drivers and principal value-creators of the output of this industry; but they are also the intellectual capital or the 'infrastructure investment'. Therefore, attracting, training, retaining and motivating employees are the critical success-determinants.

Mohali and Panchkula,2010 examines the phenomenon of Employee Retention in the ITeS sector in the Tri-City of Chandigarh,in order to develop appropriate strategies, which can help the organizations in this sector to retain their valuable talent. The major objectives of the research are to study: employee retention strategies followed in the ITeS industry in the Tri-city of Chandigarh, Mohali and Panchkula; significance of select HR practices in the attainment of job satisfaction amongst the employees of the industry; extent of employee attrition prevalent; significance of individual, organizational and industry related factors in determining employee retention; correlation between job satisfaction and employee retention; prevalence of Talent Management System and identify different strategies adopted to reduce the monotony of work for the executive positions.

Retention has been viewed as “*an obligation to continue to do business or exchange with a particular company on an ongoing basis*” (Zineldin, 2000,p.28). A more detailed and recent definition for the concept of retention is “*customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions*” (Stauss et al., 2001).

Carney (1998) believes that the key to employee retention is quite simple: communicate, communicate, and communicate. Communication with the employees must begin early on in the relationship. He believes that the imprinting period of a new employee is probably less than two weeks. Employers must engage the employee early on by sharing how important the job they do is.

Lynn (1997) follows this up by stating that early on an atmosphere of fairness and openness must be created by clearly laying out company policies.

Taylor and Consenza (1997) indicate that it is important to communicate the values of the organization to its employees in order to increase their level of consent, participation, and motivation.

Hammer(2000);Marini(2000);Denton (2000) examined that employees who are satisfied with their jobs are more dedicated to doing a good job and taking care of customers that sustain the operation. Hence the job satisfaction is something that working people seek and a key element of employee retention.Nussler and Eskildsen (2000) suggested that employers are fighting to get talented employees in order to maintain a prosperous business

MOTIVATION: AS A KEY FACTOR TO RETAIN EMPLOYEES

The reasons for the employee's for leaving the organization may be either personal or professional. Employees do not leave an organization without any important reason. The most common reasons are Job and person does not match, no growth opportunities, lack of appreciation, lack of trust and no support and coordination among co-workers, seniors and management, Stress from overload and work life imbalance, compensation strategies not implemented properly, when there is a new job offer, etc. Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale. First step to motivate the employees to identify the factors which can influence employees to stay back in an organization. Once factors are identified, it is easy to implement those factors to reduce the attrition rate.

Motive for attrition

The motives for the employees leaving the organization have three aspects professional, personal or other aspect. It involves slowly reducing productivity and staff through a constant barrage of poor treatment or unfavourable working conditions. It can also involve the reduction of employees through retirement or the elimination of a position. The other reasons are running the relationship of employee and employer, changes in the life cycle not managed by employee, compensation strategies not implemented properly, etc.

Employee motivation is one of the key factors that can help the employer to improve the employee and organizational performance. Motivation theories has been reviewed as one of the final results of our study shows intrinsic motivation factors as a significant dimension of employee retention in the organization. Theories of motivation were intricately studied to understand the concept of motivation as an important predictor of employee turnover. Motivation theories have been broadly classified into need based theories and process based theories. These theories form the platform of all work on motivation. Here these theories have been discussed to understand the philosophy of motivation so as to incorporate the same in the study of employee retention. Johnson and Gill (1993) describe motivation in work organizations as "the processes by which people are enabled to and induced to choose to behave in particular ways". Motivation is therefore coupled with a search for the ways by which members' job performance and productivity may be enhanced or maintain.

Frederick Taylor's theory of motivation states that most workers are motivated solely by the pay they receive for the work they do. He postulated that most workers do not enjoy the work they do and only perform when given the direct reward of monetary payment. His ideas were adopted by Henry Ford and other industrialists who paid their factory workers according to the number of items produced. This theory lost favour as workers became frustrated and production was frequently halted due to strikes by disgruntled employees.

Elton Mayo's theory of motivation examined the social needs of the worker. He believed that pay alone was not sufficient to motivate employees to put forth their best effort. He believed that the social needs of the workers should be taken into consideration. He recommended employers treat their workers in a caring and humane fashion that demonstrates an interest in the individual in order to have them produce their best work.

Abraham Maslow and Frederick Irving Herzberg believed that psychological forces drive human behaviour. Their theory postulated a graduated scale of human needs ranging from basic, physical ones such as hunger and thirst to higher level ones such as the need to be loved and the need for self-fulfilment. They believed employers would see better results from workers if they recognized the various needs of individual workers and if they varied the rewards offered to them

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J. Stacy Adams' equity theory states that employees adjust their performance and output based on whether they perceive the results to be equitable. For example, if one employee believes that he will be rewarded less than his peers for the same amount of effort, he likely will reduce his job performance. The same activity might occur if the employee feels that his employer is rewarding him too much relative to his peers. Managers can apply this theory by trying to make pay structures equitable for the same amount of work.

Apart from the different theories of Motivation given by the different psychologist there are other motivational strategies by which the employer can motivate employee and retain them. Employee retention involves various steps taken to retain an employee who wishes to move on. An employee must find his job challenging and as per his interest to excel at work and stay with the organization for a longer period of time. The management plays an important role in retaining the talented employees who are familiar with the working conditions of the organization and thus perform better than the employees who just come and go.

The superiors should send motivational emails to their team once in a week. Display inspirational posters, photographs on the notice board for the employees to read and stay motivated. It is natural for an individual to feel low sometimes, but the superiors must ensure to boost their morale and bring them back on track. No individual should be neglected or criticized. This demotivates them. If they fail to perform once, motivate them and give them another opportunity.

Organize various activities and events at the workplace. Ask each one to take charge of something or the other. Engage the employees in productive tasks necessary for their overall development. The management must show its care and concern for all the staff members. The employees must feel secure at the workplace for them to stay motivated. Whenever any company policy is to be formulated; the opinion of each and every employee should be taken into consideration. Invite all of them on a common platform and ask for their suggestions as well. Freedom of expression is must. Every employee must have a say in the organization's guidelines as they are made only to benefit them.

Incentives, perks, cash prizes are a good way to motivate the employees. The employees who have performed well consistently should be felicitated in front of all the staff members as well as the management. Give them trophies or badges to flaunt. Ask the audience to give a loud applause to the employees who have performed well. This is a good way to motivate the employees for them to remain happy and work with dedication for a longer duration. Others who have not performed up to the mark also gear up for future. The names of the top performers must be put on the company's main notice board or bulletin board for everyone to see.

Appraisals are also an important way to motivate the employees. The salaries of the performers must be appraised at regular intervals- an effective way to retain the employees. Career growth is an important way to retain the talented employees. Give them power to take some decisions on their own but the management must have a close watch on them so that they do not misuse their power. Without motivation, it is not fair to expect the best out of the employees. No individual likes to leave an organization where he is being treated well.

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TOURIST DESTINATION IMAGE FORMED BY INDIAN MOVIES: POSITIONING OF BHOHAL CITY THROUGH RAJNEETI & SATYAGRAHA.

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The image shaped by films frequently display an added value for destinations as they work as a real tool for promotion at a majestic level and as a factor that can encourage travel. The representations & images of places developed through the mass media, such as cinema, television and literature play a truly noteworthy role which influences in the process of vacation spot decision. All these not-so-traditional promotional activities help in making opinions and destination images for tourists all over the world. It can be said that, the manner in which the destination is represented in films & TV series can corroborate with tourism industry in disseminating a specified images of any country. Bhopal as a destination, in recent years, has been positioning itself in number of full length feature films and TV serials as well. The last cinematographic promotional action can be witnessed in the movie Satyagraha (Prakash Jha, 2013), which has contributed to placing this city strategically in the mind of potential consumer. The abovementioned director is going to shoot another film consecutively for the seventh time this year. The present paper analyses the principal images film lovers have perceived in this destination through the film.

Keywords: tourist image, strategic positioning, cinematographic tourism, product placement.

INTRODUCTION

Product Placement has become the most popular way of promoting products & services. Any product or service belonging to any category is introducing product placement into their promotional portfolio. Even Tourism Industry has tasted the flavor of product placement. Indian government has become very aggressive in promoting its tourist destinations. Directly or indirectly tourists have been attracted to destinations which have been seen in movies since antiquity. Places like Goa, Mumbai, Nainital, Delhi, Manali, Ooty & Kashmir have found continuous appearances in Indian Movies. The new attraction for some of the film producers like Prakash Jha is Bhopal. According to him (2003), Bhopal is the best place in the country for the shooting of Hindi movies, the atmosphere; scenic beauty blended with chummy Hindi speaking people makes it most suitable for film making. Various films like Rajneeti, Singh Sahib the Great, Satyagraha have chosen Bhopal to be their destination placement which has helped the city in creating its own specific identity for Indian audiences. Some arguments hold that showcasing destinations in a movie is a good tool for the transmission of elements of identity, and in relation to the previous definition of positioning that the destination establishes, carries out the function of contributing to what they refer to as “Tourism Destination Placement” (TDP) or appearance of destination in the film. Due to its scenic beauty, peaceful environment and rich cultural heritage Bhopal has the potential of becoming a very popular tourism spot and TDP is helping it.

The sorted destinations for shooting can reflect reality and can create an image for the movie as well as the place. Films like *Finding Nemo* (2003) owes their increment in tourists to the movie as it helped in multiplying the visits to Australia’s Great Barrier Reef, which has been a Human Patrimony destination since 1981.

The use of specific spaces and monuments for the staging of an imaginary story has been very frequent on the silver screen. Being able to look at and touch what has been previously represented on the big screen produces “the miracle” that makes an illusion real.

In recent years, the tourist authorities and MP government have included the positioning of destinations like Bhopal, Panchmarhi, Orcha, Mandu and the wildlife sanctuaries through movie and TV serial shooting in their strategic plans. Not only this but the films shot in MP would be made tax free in the state (O V Chowdhury, Chief General Manager of MPSTDC, 2013).

TOURIST DESTINATION IMAGE

The image of a place is like a group of attributes consisting in beliefs, ideas & impressions that people have about that place. According to Baloglu & McCleary (1999) TDI can be studied on the basis of two approaches: first, relationship between image & tourist’s behavior (Chon, 1990) & the choice of destinations (Hunt, 1975) and second, structure and formation of TDI in itself (Gartner, 1996). Fakeye & Crompton (1991) also consider

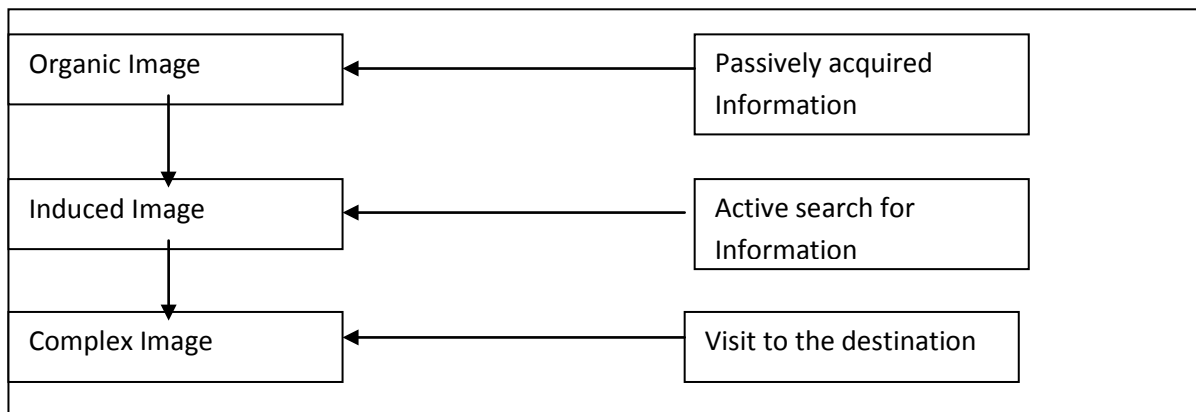
that the image is the mental construct developed by a potential visitor based on a few selected impressions. The total perception about a destination is formed through the whole process of information coming from different sources.

MOVIES & TDI

When movies and tourist destination images are concerned there can be three kinds of tourist images: the organic image, induced image & complex image.

This process is shown in fig. 1

Fig 1: Formation process of Tourist Image



Source: Sanchez & Sanz(2003:469)

According to the above model, the organic image is formed from information sources which include the advice of friends, relatives or acquaintances, as well as information that appears in the mass media.

Induced image is the result of deliberate efforts of communication on the part of tourism entities in order to promote the destination and to induce the potential tourist to visit it. This is the point where Product Placement creates a major impact.

The complex image is produced as a result of the real visit to the destination. As a result of the tourist experience, the individual will acquire more than detailed information about the place, which will make it possible for him or her to form a more complex image.

This distinction between organic image & induced image is almost exclusive to tourist destinations because, with rest of products, promotional messages are the main source of information (Gunn, 1998).

Due to the huge influence that information sources exercises on the process of formation of tourist images, Campo, Brea & Muniz (2011) have classified them into three groups:

- Induced agents: these include all those sources that are under the direct control of the tourist organizations, whose objective is to attract the potential tourist to the destinations.
- Organic agents: the source of information is the experience, of friends or relatives as well as that of the tourist. The level of credibility will therefore be very high even if the presentation is low (Gartner & Shen, 1992).
- Autonomous agents: this information refers that the individual obtains from the mass media, although it would also include information received as a result of education or from books, among other sources.

While advertising & public relations are specifically meant to attract new markets, films are considered to give pure entertainment which sometimes leads to image building. Where at some point movies are creating tourist attractions for cities like Bhopal, Kashmir, Leh; some destinations are inheriting a negative image that they perhaps do not deserve, but that is difficult to erase from people's minds. Using places as an integral part of

movies & TV serials can create or distort the image of that place. Delhi has got a peculiar bad image because of many movies (*Shaitan, Delhi 6, No one killed Jessica, Delhi Belly*) projecting it as the place of crimes.

LITERATURE REVIEW

Although much of the study is not conducted for Product Placement in tourism in Indian context, but still some of the studies can be taken as a support and can provide a backhand argument for this research. Kim & Richardson (2003) said that a better theoretical understanding of the impact of movies on destination perceptions will enhance knowledge about the image formation process as it relates to popular culture & bridge the gap between intuitive belief & empirical evidence.

Campo, Brea & Muniz (2011) suggested that if the purpose of filmmakers is consistent with that of the destination marketing organizations, the same can be utilized for the development of a desired image for their potential market. This is generally not the case with every destination used, but now-a-days MP Govt. along with MPSTDC is encouraging the promotional activities through film shootings (Press Trust of India, May 2012). They have modified their rules for licenses and permissions and have also made some redemption in taxes. According to the Director Prakash Jha, (who is going to shoot his sixth film consecutively in Bhopal) the MPSTDC, has been very amiable in letting them use their monuments and landscapes and have been entirely fuss-free. This phenomenon is relevant for the study of tourism since, in some cases, what is represented in the mass media in general, and in particular in cinema, can go so far as to modify the preexisting image and bring about the recreation of the identity into a new image (Kim & Richardson, 2003).

The films show all the facades of the places used which creates an impression in the mind of the tourist of what he or she knows and feels about it. The places displayed can bring any idea, belief, feeling or attitude that is associated with the place which can affect internal as well as external factors of the individual.

For Iwashita (2006), representations and images of tourist destinations build up through popular mass media, such as cinema, television and literature play a significant role in influencing peoples' holiday decision making process. These are particularly capable of promoting, confirming and reinforcing images, options and the identity of destinations in a very powerful way. He considers that media dominate the daily life of people, providing them with huge quantity of information, images & representations of the world on a global scale. They are accessible and omnipresent & are consumed, as a way for entertainment for the world population as a source of happiness, pleasure, hope & fantasy, making up a part of our daily consumption.

OBJECTIVE

The objective of the study is to evaluate the impact of appearance of a city in Indian films *Rajneeti & Satyagraha* & the effect it creates on its perceived image as a tourist destination.

RATIONALE

Non traditional means of advertising is gaining importance because of its creative aspect. Using product placement as a tool can help organizations in creating a better impact over prospective customers as it connects directly. The purpose of conducting this research was to understand whether product placement can work on Tourism Industry and to what extent. Also not much of the study have been done on product placement and so this study may help in giving the empirical conclusion on the ways how can product placement affect place images & destination choices.

METHODOLOGY

Study Population: Audience of the movie *Rajneeti & Satyagraha*

Geographic Scope: Indore, Bhopal, Gwalior, Rewa – Satna Belt

Sampling Size: 150

Information Collection Method: Questionnaire

ANALYSIS & INTERPREATION

Rajneeti is an Indian Film, filmed in Bhopal in two schedules between February-March 2009 and September-October 2009 with the release date June 4, 2010. The movie is produced and directed by Mr Prakash Jha. The distributing company was Prakash Jha Productions along with Walkwater Media Ltd and UTV Motion Pictures.

The lead role actors are Ajay Devgan, Nana Patekar, Ranbir Kapoor, Katrina Kaif, Arjun Rampal, and Manoj Bajpayee. It was estimated to have a box office collection of 134 Million. (www.businessofcinema.com)

Satyagraha is an Indian Film, the shooting of which started in February 2013 and it released on August 30, 2013. The producers were Mr Prakash Jha, Mr Ronnie Screwvala and Mr Siddarth Roy Kapur. The distributing company was UTV Motion Pictures. The lead role actors are Amitabh Bacchan, Ajay Devgan, Kareena Kapoor, Arjun Rampal, Manoj Bajpai and Amrita Rao .The film collected 145 million net approx in three weeks. Box Office India declared movie as HIT.

When measuring tourist destination image, the basic problem was to recall the movies as they were released in June 4, 2010 (*Rajneeti*) & August 30, 2013 (*Satyagraha*). So to overcome this problem the respondents were shown a clipping of 15 minutes comprising the scenes of both the movies at scenes where destination placement is quite evident. Then they were asked to feed their responses in the questionnaire. The sampling method used was Convenience Sampling. The age group of the respondents lies between 18 years to 30 years keeping in mind the level of maximum recall and retention.

Following deductions can be made from the responses given after viewing the clipping:

- *Images in mind when thinking of Bhopal (before viewing the clipping)*

When asked to the respondents whether they got influenced after watching the clippings 57% were affirmative and agreed that it changed the perception they had for the city. Also 56% agreed that they get subconsciously influenced by the city. However, less than half (48.66%) acknowledged that the city was suitable for the genre of the movie which was based on political issues. Bhopal being the political capital was able to justify the monuments it possess for the movie.

When the respondents were questioned, whether they have been to Bhopal or not, and what images come to their mind when they think about Bhopal as a vacation place. Bhopal Lake was the most repeated image, followed by *Tajul Masjid*. Also mentioned, were places like *Bhojpur*, Birla Temple, New Market & *Kaliasot Dam*. Others include lot of different places which had less than five images like Kolar Dam, Jyoti Talkies, Bhopal Aquarium, City, Chinar Park and few Malls. When asked about the image Bhopal carried as a tourist destination before seeing the clips, very few (34%) were able to accept the city as tourist spot which increased to 55.3% afterwards.

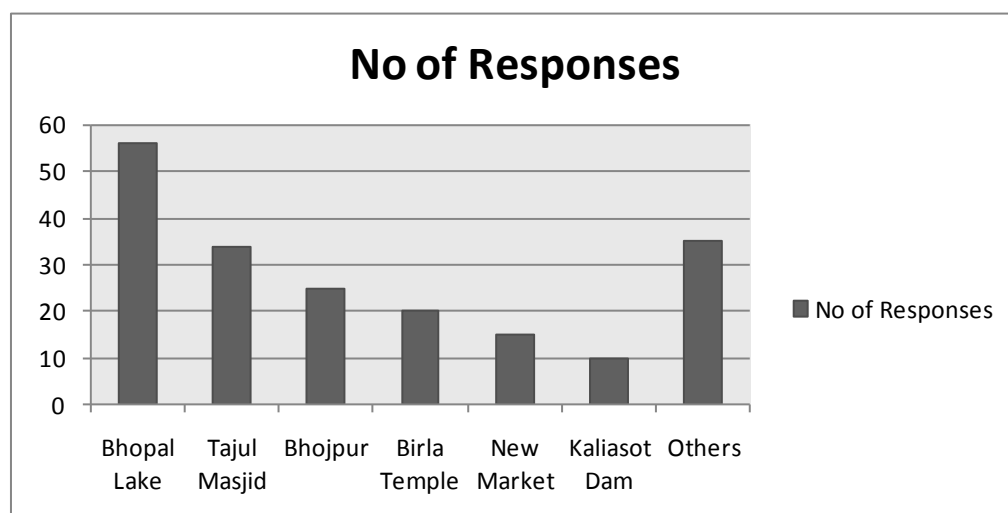


Figure 2. Images of Bhopal before Viewing

- *Exclusive & distinctive attractions of Bhopal.*

The respondents were asked whether they were able to make a fair idea about the location and its tourist spots shown in the movie clippings 56% agreed that they were able to judge the exclusiveness of the city while 39.3% were neutral in this regard and 2.6% disagreed.

Other characteristics considered exclusive & unique for the city were the cleanliness, architecture and greenery. Cultural interest were also observed and noted by the respondents. Also the rich water reservoir that is the great lake of Bhopal also managed to make a position in uniqueness & distinction for the city. Town Planning especially the roads and sidewalks grabbed the attention of the respondents.

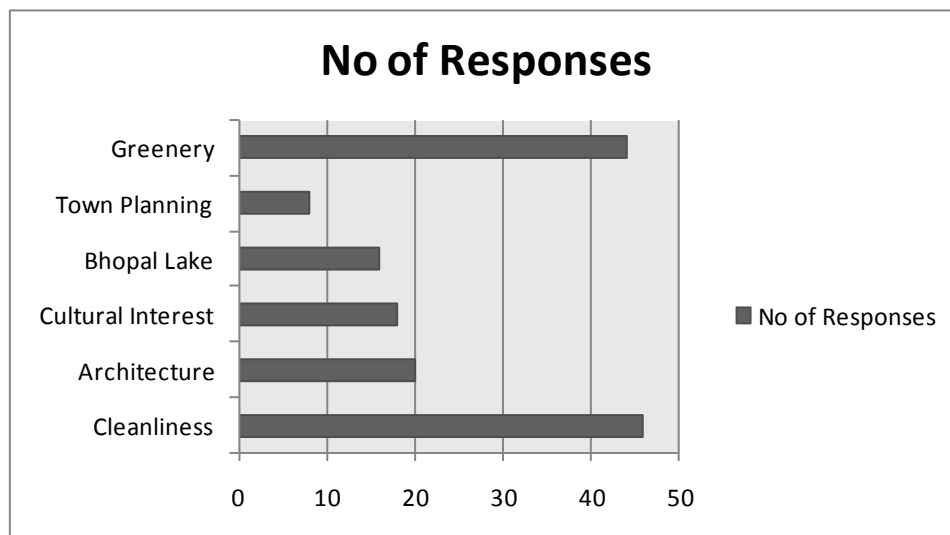


Figure3.

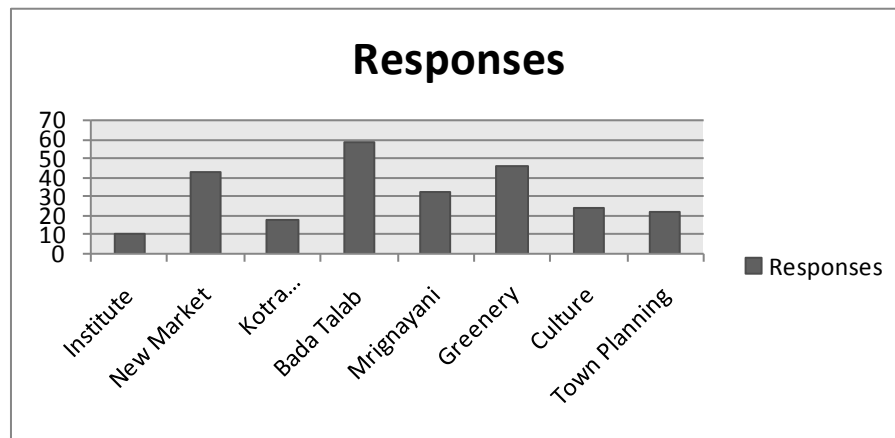
- Images of Bhopal after viewing the clipping.

Altogether 20 places in the city and outskirts where the movie was shot and can be recognized in the movies. The core set was shaped in *Kotra Sultanabad*, other locations include village *Bishan Khedi*, *Motiya Talab*, *Kaliasot Dam Temple*, *Iqbal Maidan*, *Bhadbhada Bridge Road* and areas surrounding historical *Moti Masjid* of Bhopal. *Jahnuma* & *Noor e Subah* Hotels also had their lavish glimpses in the movie.

Hospital where the Protagonist (Ranbeer Kapoor in *Rajneeti*) had some moments is actually an engineering collage by the name “Oriental Institute of Science and Technology” of Bhopal. The place from where the nurses come and go is actually the MCA Computer Lab and MCA wing of the collage. Shopping Centers *New Market*, *Roopshri Sarees* and *Mrignayani* were also seen in the movie. Parking near British Library turned to *Vivekananda Library* can also be noticed.

After watching the clips of the films, images that come in the minds of the respondents directly links to those which were shown in the movie. Maximum respondents (57.3%) were neutral when asked whether they will visit the city after watching the clippings, whereas 57% accepted the city as a tourist destination. Also when they were asked whether they would like to visit those places where there favorite actor or actress have been filmed 74.6% agreed.

The Oriental College of Science & Technology was mentioned 46 times. It is worth mentioning here that, the 2 images that appeared in the movies before viewing (*Bada Talab & Dam*) also occupy a high position. After the comparison amongst the images of Bhopal before and after viewing the movie clippings, Hypothesis 1 can be accepted which stated that positioning of a destination in the minds of consumer can make a significant difference after viewing the movie in which they appear. This was completely established. It is evident from the observation that the lake is filmed in the movie and is mentioned by 38% viewers (as compared to 23% before viewing). Although popular motion pictures appear to alter visitation to tourism areas, there has been little empirical investigation on the ways that they affect place images, & destination choices (Kim & Richardson, 2003). Images related to culture, greenery & town planning were also incremented and listed in the images after viewing.



CONCLUSION AND IMPLICATIONS

The justification was possible that images of original locations help in destination positioning in the consumer's minds. It helps in creating a significant difference in a way in which destinations are projected in the films. Also consumers are willing to go to places where their favorite actor or actresses have been in itself provides enough evidence for tourism destination positioning through films. Positioning of Bhopal in the movies has created a positive impact for the city as viewers are appreciating the greenery, cultural heritage & roads & sidewalks which they were not aware of previously. Films can therefore be considered as being a creative & innovative factor, strategically necessary in order to position tourist destinations in consumers' minds (Campo, Brea & Muniz, 2011). One has to keep in mind the genre and the image the city carries before destination positioning to make it easier. Tourism industry should work proactively and should use this communication tool more often and as soon as possible.

This study was only done to measure the tourist destination image of Bhopal city but can also be used as a standard for different cities with same scenario. Major reference was taken from Campo, Brea & Muniz (2011) in the preparation of the study.

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**REVIEW WORK ON FUNDS MANAGEMENT IN BANKS: A COST-BENEFIT
PERSPECTIVE IN CHHATTISGARH STATE**

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ABSTRACT

The Indian banking witnessed a paradigm shift in their operations after the financial sector reforms in 1991. These reforms led to the emergence of new banks, new instruments, new methods of doing business, and finally heightened competition in the banking industry. In this context, it is imperative on the part of the Indian banking industry to strengthen financial base, increase overall efficiency, and improve profitability by designing appropriate funds management policies and practices. This paper examines the profitability of funds management of the select Indian banks with a cost-benefit perspective in Chhattisgarh state.

INTRODUCTION

The key to a bank's success is the selection of sources and uses of funds. The source consists of capital funds, deposits and borrowings. Capital funds are the owned funds that serve as a protection against risk and insolvency. Similarly, deposits are the primary source of bank funds. The size of the deposits determines the funds available for profitable deployment. In addition, banks borrow funds from time to time in the money market to meet the temporary deficiency as well as to expand their assets. All these funds are to be deployed in various avenues considering the risk and return factors. These avenues are, however, not alike in their returns. The assets, such as cash in hand, balance with Reserve Bank of India (RBI), money at call and short notice, are held as per the liquidity requirements, and the return on these funds is almost zero, except money at call and short notice. Investments under Statutory Liquidity Ratio (SLR) serve the purpose of liquidity as well as income. The rate of return on such investments should be adequate enough to cover financial and operating costs. Further, lending is a significant area of employment of funds in terms of size of funds involved as well as quantum of revenue generated. However, it carries a high degree of credit risk. In addition, banks also use a portion of their funds for creating their business infrastructure which facilitates an enabling environment to conduct business and generate income

Efficient management of funds essentially includes raising of funds and their use in the manner that generates revenues sufficient to meet the operational as well as financial costs and contributes a reasonable return on capital. Thus, the objective of earning profits shall be fulfilled by an appropriate design of funds management on sound commercial principles. This thinking necessitated to conduct a study on cost-benefit analysis of bank funds. The development of an analytical framework for cost-benefit approach to funds management was based on a comprehensive review of literature

REVIEW OF LITERATURE

Laxman (1985) analyzed the problem of decline in profitability of banks in India and recommended for mobilization of potential deposits through special deposit mobilization cell, judicious borrowings, control on mounting over-dues, and construction of professional investment portfolio to increase the profitability and liquidity. Kishore Anil (1987) has underscored the need for effective funds management in banks in the light of rising operative expenses, cost of deposits, mounting overdues, and soaring social expectations. Maintenance of low cash balance, careful credit appraisal and regular monitoring of advances, cost-benefit approach towards all banking transactions are the important recommendation of the study. Peter S Rose (1987) found that the banks across the world today are facing a crucial challenge in raising and using of funds. He suggested for short-term borrowings in the domestic money markets, selling old loans, and securitizing loans and other assets, focusing on innovations and new techniques for mobilization of funds. Alberto, Lapuz and Glenn (1989) suggested for changes in deposit and loan mix for improving the banks' profitability. Udeshi (1989) observed that funds management has become difficult due to large network of branches, diversified business and increasing competition among banks. Khannan (1993) emphasized on stable call money rates, switching across the short dated and long dated securities on the basis of yield, planned growth of deposits with favorable mix, etc., for the effective management of bank funds. Mishra (1993) stressed on better credit mix, deposit mix, increase in non-

fund revenue and control over non-performing assets for improving the banks' profitability. Verma and Malahotra (1993) suggested for improvement in capital base of the banks, expansion of bank resource base, tapping the deposits from rural and semi urban areas and deploying them profitably. Toor (1994) analyzed the various sources and uses of funds with risk-return perceptiveness and found that the composition of funds and their deployment are important in determining the operational efficiency of banks. Prashanta Athma and Obul Reddy (1997) suggested for focusing on interest and discount income that constitute more than 80% of the total income of the banks. Bhairav Desai and Mayuri (2000) viewed that it is the efficiency with which the management handles the available lendable funds that determines its survival and status in the banking industry. Vidwans and Kaveri (2001) found that a significant reduction in non-performing assets (NPAs) and cost reduction in operations are instrumental for improvement in bank's profitability. Uppal (2007) found that banks would benefit if they were to mobilize funds through borrowings rather than public deposits. Thus the review reveals that the funds management in banks is examined by the researchers from different perspectives. A study on profitability of funds management with the cost and benefit perspective is found to be unexamined by the researchers. This focus on funds management is accomplished by the present study titled "Funds Management in Banks: A Cost-Benefit Perspective"

OBJECTIVES, SCOPE AND METHODOLOGY

The objectives of the study are as follows:

1. To examine the cost of sources of funds
2. To analyze the return from deployment of funds
3. To trace the pattern of utilization of deposits and examine the underlying profitability of funds management.

The study is based on the data drawn from the annual reports of the 12 selected Public Sector Banks (PSBs) in Chhattisgarh. It covers a period of eight years from 1999- 2000 to 2006-2007. The sources and uses of funds as represented by various items of liabilities and assets contained in balance sheets are considered for the purpose of analysis. Similarly, the items such as interest cost, interest income, etc., are drawn from P&L accounts of these banks.

The selection of the banks is based on the Report of Working Group (1999) constituted under the chairmanship of Shri Mahavir Singh Rathor. This Group classified the banks on the basis of capital adequacy, coverage ratio, return on investment, net interest margin, ratio of operating profit to average working funds, ratio of cost to income, ratio of staff cost to the net interest income plus all other income. For the purpose of the present study the banks are reclassified as High Profile Banks (HPBs), Medium Profile Banks (MPBs) and Low Profile Banks (LPBs) based on their performance. In each category, four banks are randomly selected. They include Oriental Bank of Commerce, State Bank of Patiala, Punjab National Bank and Corporation Bank in the HPB segment. Andhra Bank, Bank of India, Bank of Maharashtra and State Bank of India in the MPB segment, and UCO Bank, United Bank of India, Indian Bank and Indian Overseas Bank in the LPB segment. The relevant data of these banks have been aggregated for the purpose of analysis. The data are presented through tables and analyzed with the help of ratios, percentages, arithmetic means, standard deviation (Std. Dev) and coefficient of variation (C.V.). The analysis of each point is done from the point of view of banking industry as a whole as well as the segments such as HPB, MPB and LPB.

The inferences are drawn from the information contained in financial statements of the selected banks using the interrelated financial ratios. The size of the sample is adequate i.e. 12 . In addition, these selected banks represent the cross-section of the public sector banking industry as a whole belonging to high profile, medium profile and low profile segments. The period covered for the study (1999-2000 to 2006-07) is also a long one and therefore, the findings can be generalized for the entire banking industry in the sphere of management of funds.

The approach to cost benefit analysis of funds management in this paper is developed from three broad perspectives: cost approach, return approach and an integrated approach to funds management. In each perspective key financial indicators have been used. The indicators of cost approach to funds management include cost of deposits, cost of borrowings, and cost of total funds. Similarly, the indicators of return approach to funds management cover return on investments, and return on advances. Finally the ratios such as ratio of deposits to total liabilities, ratio of investments to deposits, and ratio of credit to deposits are used under integrated approach to funds management.

ANALYSIS AND DISCUSSION

Cost of Deposits

Deposits constitute a vital source of funds required for banking business. The components of deposit mix, such as fixed, current, and savings deposits, have their own risk-return profiles that affect the profitability of banks. Average cost of deposits, which is a percentage of interest cost to total deposits, can be used as an indicator for analysing the cost or efficiency of deposits of banks and the banks' overall profitability. The higher the ratio, lower will be the productivity of funds management and vice versa. A lower ratio has a positive impact on the banks' profitability. The information relating to cost of deposits of the banks covered in the study is given in Table 1.

Table 1: Cost of Deposits (Percentages)

Year	HPBs	MPBs	LPBs	Industry
2000	7.99	7.56	8.47	8.01
2001	7.40	7.28	7.59	7.42
2002	7.05	7.17	7.23	7.15
2003	6.30	6.49	6.49	6.43
2004	5.19	5.42	5.38	5.33
2005	4.50	4.68	4.72	4.63
2006	4.49	4.59	4.73	4.60
2007	5.09	4.68	5.03	4.93
Total	47.99	47.86	49.64	48.50
Mean	6.00	5.98	6.21	6.06
Std Dev	1.37	1.28	1.44	1.36
CV	22.83	21.39	23.29	22.41

Table 1 reveals that the overall cost of deposits for the banking industry, as a whole, is 6.06% for the period of 8 years (2000-2007). The industry's average cost of deposits has maintained a decreasing trend throughout the study period. The segmental comparison reveals that the MPBs have registered the lowest cost of deposits (5.98%) as compared to HPBs (6.0%) and LPBs (6.21%). However, the variation between MPBs and HPBs is marginal. It appears that the LPBs are incurring more costs on their deposits. It is interesting to note that all the three segments have experienced a declining trend in cost of deposits. The declining trend in the cost of deposits has a positive impact on the banks' profitability. The declining trend shall be attributed to declining interest rate scenario on deposits. In terms of consistency in performance, MPBs have maintained a consistency in their cost of deposits as compared to LPBs and HPBs. This is evidenced by their CV values: LPBs (23.29), HPBs (22.83), and MPBs (21.39).

Cost of Borrowings

Banks procure funds from time to time from money market to meet temporary deficiency. Purchased funds include inter-bank and short-term institutional liabilities and certificate of deposits. These funds are mobilized in national and international money markets. Since these markets are more competitive, the funds raised in such markets are more volatile than deposits. Hence, funding the assets through these sources would entail liquidity risk. Cost of borrowings which is calculated as a percentage of interest on borrowings to total borrowings reveals the efficiency of cost of borrowed funds. Higher the ratio, lower will be productivity of funds management. On the other hand, lower interest on borrowings has a positive impact on the banks. The information relating to cost of borrowings is given in Table 2.

Table 2 reveals that the overall cost of borrowings for the entire banking industry is 5.82% over the study period. The industry wise cost of borrowings has shown a declining trend throughout the study period. The segmental comparison reveals that the HPBs have registered the lowest average cost of borrowings (4.22%) as compared to MPBs (6.33%) and LPBs (6.91%). It is indicative of the HPBs' capability of raising borrowed funds at relatively competitive rates. It is interesting to note that all the three segments have experienced a declining trend. The declining trend shall be attributed to a favorable liquidity position in the call money market. The declining trend in the cost of borrowings has a positive impact on the banks' profitability. MPBs have maintained a consistency as compared to other segments. This is evident by their CV values: HPBs (58.10), MPBs (50.07), and LPBs (46.74). Relatively higher CV of HPBs revealed that these banks are aggressive in borrowing their business requirements and hence they incur higher costs.

Table 2: Cost of Borrowed Funds (Percentages)

Year	HPBs	MPBs	LPBs	Industry
2000	6.00	10.50	9.37	8.62
2001	6.83	11.66	11.77	10.08
2002	8.00	6.92	10.91	8.61
2003	1.83	4.90	5.12	3.95
2004	1.64	3.25	4.56	3.15
2005	2.82	3.25	3.90	3.32
2006	4.30	4.88	5.54	4.91
2007	2.36	5.28	4.14	3.93
Total	33.76	50.63	55.29	46.56
Mean	4.22	6.33	6.91	5.82
Std Dev	2.45	3.17	3.23	2.81
CV	58.10	50.07	46.74	48.21

Source: Statistical tables relating to banks of various years

Cost of Total Funds

Behaviour of profitability of funds essentially depends on cost of funds. Cost of funds includes the hiring costs of funds such as interest on deposits and borrowings. Composition of these liabilities and the respective interest rates on each component influence the total cost of funds. Higher the ratio, lower will be the productivity of funds management and vice versa. The information relating to cost of total funds is given in Table 3.

Table 3 reveals that the overall total cost of funds for the banking industry, as a whole, is 6.05% over the study period. The industry wise total cost of funds has shown a declining trend. The segmental comparison reveals that the HPBs have registered the lowest average cost of deposits (5.94%) as compared to MPBs (6.01%) and LPBs (6.22%). In terms of maintaining a consistency in cost of funds, MPBs have maintained a greater consistency as compared to HPBs and LPBs. This is evidenced by their CV values: MPBs (21.6), HPBs (23.11), and LPBs (23.5). The declining trend in cost of total funds has a positive impact on the banks profitability. The declining trend in total cost of deposits shall be attributed to decline in both the cost of deposits as well as borrowings due to soft interest rate scenario and better liquidity position of the banks.

Table 3: Cost of Total Fund

(Percentages)	HPBs	MPBs	LPBs	Industry
Year				
2000	7.95	7.63	8.50	8.03
2001	7.36	7.39	7.64	7.46
2002	6.98	7.18	7.28	7.14
2003	6.18	6.48	6.48	6.38
2004	5.11	5.38	5.38	5.29
2005	4.45	4.65	4.72	4.61
2006	4.47	4.63	4.75	4.62
2007	4.99	4.76	5.01	4.92
Total	47.49	48.09	41.24	48.44
Mean	5.94	6.01	6.22	6.05
Std Dev	1.37	1.30	1.46	1.37
CV	23.11	21.62	23.53	22.68

Source: Statistical tables relating to banks of various years.

Return on Investments

Employment of bank funds in investments is intended to meet the requirements of statutory liquidity ratio (SLR). This serves two-fold purposes: maintaining liquidity needs and earning a fair return with limited risk. Thus, return on investment is a key factor in determining banks' profitability. The return on investments reveals the impact of movements of market interest rates on the portfolio value. A lower ratio indicates poor return on investments that adversely affects the profitability of funds management and vice versa. The information relating to return on investments is given in Table 4.

Table 4: Return on Investments

(Percentages) Year	HPBs	LPBs	MPBs	Industry
2000	12.40	11.62	12.72	12.24
2001	11.82	11.07	11.48	11.45
2002	11.50	10.68	10.93	11.04
2003	10.58	9.59	10.20	10.12
2004	9.64	8.94	9.27	9.29
2005	8.58	8.21	8.56	8.45
2006	8.33	7.89	8.33	8.18
2007	7.74	7.52	8.04	7.76
Total	80.57	75.51	79.52	78.53
Mean	10.07	9.44	9.94	9.82
Std Dev	1.76	1.55	1.68	1.66
CV	17.45	16.41	16.89	16.87

Source: Statistical tables relating to banks of various years

Table 4 reveals that the return on investments for the banking industry, as a whole, is 9.82%. The industry wise return on investment has shown a gradual decline throughout the study period. The segmental comparison reveals that the HPBs have demonstrated a higher average return on investments (10.07%) as compared to LPBs (9.94%) and MPBs (9.44%). The striking observation is that all the segments have registered a declining trend in the return on investments. This trend obviously tends to adversely impact on the profitability of banks. Among the three segments, MPBs have maintained consistency in return on investments as compared to HPBs and LPBs. This is evidenced by their CV values: MPBs (16.41), LPBs (16.89), and HPBs (17.45).

Return on Advances

A major share of banks' revenue emanates from return on advances. Return on advances includes interest and discount on various loans and advances such as cash credits, overdrafts, term-loans, bills purchased and discounted. Ratio of return on advances to total advances indicates the ability of banks in generating income from its lending operations. Higher the ratio of return on advances, higher will be the productivity of funds management and vice versa. A lower return on advances signifies poor return on advances or higher losses in loans. The information relating to return on advances is given in Table 5.

Table 5 reveals that the overall return on advances, as a whole, is 9.67% for the study period. The industry wise return on advances has shown a declining trend during the first 6 years followed by a gradual increase during the latter part of the study period. The segmental comparison reveals that all the segments have shown declining trend throughout the study period barring the last two years. This trend reveals the declining income from lending operations that in turn affects banks' profitability of funds. The declining trend shall be attributed to declining interest rate scenarios. Among them, LPBs have registered relatively higher return (9.92%) as compared to HPBs (9.57%) and MPBs (9.51%). This improvement in LPBs can be attributed to their increasing volume of credit business during the latter part of the study period. It is evident from the marked improvement in their credit deposit ratio from 45% to 65%. It is interesting to note that LPBs have maintained consistency in return on advances as compared to HPBs and MPBs. This is indicated by their CV values: LPBs (13.55), HPBs (16.09), and MPBs (16.27).

Table 5: Return on Advances

(Percentages) Year	HPBs	MPBs	LPBs	Industry
2000	11.74	11.78	12.31	11.94
2001	11.43	11.38	11.17	11.32
2002	10.57	10.37	10.51	10.48
2003	9.81	9.75	10.08	9.88
2004	8.46	8.30	9.07	8.61
2005	7.90	7.78	8.58	8.09
2006	7.93	8.03	8.53	8.17
2007	8.73	8.67	9.15	8.85
Total	76.56	76.06	79.40	77.34
Mean	9.57	9.51	9.92	9.67
Std Dev	1.54	1.55	1.34	1.47
CV	16.09	16.27	13.55	15.22

Ratio of Deposits to Total Liabilities

The size of deposits determines the funds available for profitable deployment by banks. Deposits are mobilised in local markets which serve as a stable source of financing. Further, the deposits can be obtained at lower cost of financing when compared to the alternative sources of bank funds. Hence, it is important to know the share of deposits in the total sources of bank funds such as borrowings. Higher ratio of deposits to total liabilities indicates the banks' preference for deposits in their resource mobilisation. In addition, a higher share of deposits generally coexists with lower size of borrowings and vice versa. The information relating to percentage of total deposits to total liabilities is given in Table 6.

Table 6 reveals that the share of deposits in total liabilities of the banking industry, as a whole, is 84.38%. The industry's ratio of deposits to total liabilities is almost stable at 84% without any wider fluctuations. The segmental comparison, however, reveals that the HPBs have maintained the lowest ratio (83.88%) as compared to MPBs (84.38%) and LPBs (85.27%). The lower ratio of deposits to total liabilities of HPBs shall be attributed to the banks' ability to get funds in the call market having soft interest rates. In terms of consistency in deposit mobilization, LPBs have maintained a consistency of deposits in total liabilities (1.26) as compared to MPBs (1.33) and HPBs (2.44)

Table 6: Total Deposits to Total Liabilities

(Percentages)	HPBs	MPBs	LPBs	Industry
Year				
2000	80.03	85.05	83.32	85.05
2001	87.04	85.71	84.18	85.71
2002	84.22	85.17	85.21	85.17
2003	85.57	84.29	85.49	84.29
2004	84.00	82.21	85.77	82.21
2005	83.65	83.55	86.04	83.55
2006	82.66	85.05	86.74	85.05
2007	83.89	84.04	85.38	84.04
Total	671.06	675.05	682.13	675.05
Mean	83.88	84.38	85.27	84.38
Std Dev	2.05	1.12	1.07	1.12
CV	2.44	1.33	1.26	1.33

Source: Statistical tables relating to banks of various years

Ratio of Investments to Deposits

Banks have to invest a portion of their deposits in government and corporate securities which earn relatively low income as compared to investments on loans and advances. A higher ratio of investment to deposits indicates that more funds are deployed in low return investments than in high return credit business. It also implies that the funds are diverted from credit business to investment activities for liquidity purpose than to earn a handsome return. This tends to adversely affect on the profitability of bank funds. The information relating to ratio of investments to deposits is given in Table 7.

Table 7: Ratio of Investments to Deposits

(Percentages)	HPBs	MPBs	LPBs	Industry
Year				
2000	46.26	47.57	50.37	48.07
2001	43.17	47.96	50.22	47.11
2002	43.91	46.94	51.06	47.30
2003	47.26	49.82	52.72	49.93
2004	47.63	49.47	52.38	49.83
2005	42.90	45.67	47.46	45.34
2006	34.45	38.14	42.21	38.26
2007	32.30	32.92	39.65	34.96
Total	337.87	358.47	386.05	360.80
Mean	42.23	44.81	48.26	45.10
Std Dev	5.78	6.04	4.85	5.52
CV	13.69	13.49	10.04	12.23

Source: Statistical tables relating to banks of various years

Table 7 reveals that the ratio of investments to deposits for the entire banking industry is 45.10% for the study period. It ranges between 45% to 50% during the first six years followed by a significant decline in this ratio during the latter period of the study. The segmental comparison of average ratios reveals that the HPBs have registered a lower investment deposit ratio (42.43%) as compared to MPBs (44.81%) and LPBs (48.26%). The higher ratio of investment to deposits of LPBs reveals that the substantial amount of funds is tied up in the investments that yield a relatively lower return when compared to return on the advances. This tends to affect the overall profitability of banks. It is interesting to note that this ratio is showing a declining trend in all the segments during the latter part of the study period. In terms of consistency in performance, LPBs have maintained a consistency in this ratio as compared to other segments. This is evident by their CV values: LPBs (10.04), MPBs (13.49), and HPBs (13.69)

Ratio of Credit to Deposits

Profitability of banks essentially depends on the volume of credit. Credit deposit ratio reveals the extent of deposit utilized for meeting the credit needs of the banks. Change in the volume of loan business causes a change in the size of profits. Credit business carries high risk as well as high return. A higher credit deposit ratio indicates the higher deployment of deposits for credit business and higher will be the productivity of funds. The information relating to credit to deposits (C/D ratio) is given in Table 8.

Table 8: Credit to Deposits (Percentages)

Year	HPBs	MPBs	LPBs	Industry
2000	50.24	45.08	39.81	45.04
2001	51.55	47.03	45.40	47.99
2002	55.92	51.08	46.53	51.18
2003	55.29	52.55	44.69	50.84
2004	56.75	53.67	45.72	52.05
2005	59.40	58.77	52.65	56.94
2006	66.95	66.16	61.37	64.83
2007	70.53	70.79	65.56	68.96
Total	466.62	445.12	401.72	437.82
Mean	58.33	55.64	50.21	54.73
Std Dev	7.10	9.02	8.96	8.31
CV	12.18	16.22	17.84	15.19

Source: Statistical tables relating to banks of various years

Table 8 reveals that the credit deposit ratio for the banking industry is around 55%. It has shown an increasing trend throughout the study period. The segmental comparison reveals that the HPBs have registered a higher ratio of credit to deposits (58.33%) as compared to MPBs (55.64%) and LPBs (50.21%). The increasing trend in the credit deposit ratio reflects the profitable utilization of deposits. This tends to have a positive impact on the banks' profitability. The lower credit deposit ratio of LPBs reflects an ineffective utilization of costly deposits which tends to affect the profitability of funds management of LPBs. It is interesting to observe that all the three segments have demonstrated an increasing trend in the credit deposit ratio. The table also reveals that the HPBs have maintained consistency in the credit deposit ratio as compared to other segments. This is evident by their CV values: HPBs (12.8%), MPBs (16.22%), and LPBs (17.84%).

CONCLUSION

The study reveals that the overall cost of funds, in terms of cost of deposits, as well as borrowings for the banking industry, as a whole, has maintained a decreasing trend. HPBs have relatively performed better than MPBs and LPBs in reducing both the costs. This is attributed to HPBs' ability to get funds in the call money market by exploiting the opportunities of soft interest rates. Similarly, the analysis of components of return on funds reveals that both the return on advances, as well as investments, has maintained a decreasing trend. Among the three segments, HPBs have relatively improved their performance in return on investments. The return on advances has shown a decreasing trend during the first six years. Interestingly, the LPBs have registered a higher return than the other segments. The declining trend in the rate of investments and advances leads to squeezing of the spread. This thin margin between cost and return of funds can be attributed to the deregulation of interest rates as well as the competition among the various banks. With regard to funding of operations, it is evident that the banking industry has demonstrated its preference for deposits. Further, banks

have shown consistent performance in deposit mobilization as indicated by the ratio of total deposits to total liabilities. Among the three segments, the LPBs have maintained a relatively higher ratio of deposits to total liabilities. With regard to utilization of deposits, the study reveals that more funds are put in credit business than investments. The average CD ratio and investments to deposits ratios are 55% and 45%, respectively. In the light of these findings, the banks need to mobilize funds by exploiting the opportunities of soft interest rates in the call market. Further, the excessive investments in low earnings SLR securities should be diverted toward relatively profitable loans and advances. This could enable banks to maintain the standard credit deposit ratio of 60% against their current ratio of 55%. In view of a declining spread, the banks need to explore the non-interest income generating activities

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INVESTORS PERCEPTION TOWARDS ONLINE TRADING

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ABSTRACT

The study was mainly concentrated to know how extend people are really aware of trading online and comfortable towards it. This was concentrated in the main areas of Bangalore with the exact people who trade online and have benefited out of it. The study was also made to pull out the trader's satisfaction level in online trading and their perception towards it. The research was very supportive to know the various risks involved in trading online.

It was found that Online trading has many benefits such as speed, transparency, less paperwork, independence and control. It has attracted many investors by its various features and advantages. There are certain drawbacks as internet failures, site problems, It was also found that 90% of the investors agreed that they are benefited with the information provided by the concern and suggested to make frequent updates about the market situations and the volume of trading in Bangalore was found to be good and this is really an improvement in the field of technology.

INTRODUCTION

Internet technology has introduced ease and efficiency in the process of trading. Online trading of securities is gaining popularity in every nook and corner in India with the customer awareness and familiarity of Internet. It is attracted by every individual investor, stock market and brokers who act as e-brokers.

The advent of the internet into the trading of securities has heralded the growth in the methods of application of the new mode to develop new models, aimed at encouraging market development in tandem with the rest of the computer literate world. While some countries do seem to have incorporated the American method of recognizing the alternative trading systems on the internet as additional trading floors and regulating them separately from the other modes of trading, other countries are for creating order routing systems of their existent trading systems and regulating them as another mode of conducting transactions.

Constructive uses of new technologies have always contributed positively towards improving human life standards and the economy of a country .Such as online trading, in equity markets it increased trade volumes and number of investors trading in stock markets. Online trading was started in India in the year 1995, where a new system is formed which allows the investor to trade through an internet site where banks and demat accounts are electronically integrated .Such services are provided by many financial institutions like Share Khan, ICICI, Religare, HDFC, India bulls and so on.

PLACE OF THE STUDY

The study was conducted in Bangalore.

NEED FOR THE STUDY

1. Stock exchanges are an integral part of the capital market. It is the perfect type of market for securities whether of govt. or semi govt. bodies or other bodies as for share and debentures issued by the joint stock enterprises.
2. Stock exchanges provide liquidity to the listed companies; they give quotations to the listed companies and help in trading and raising funds from the market.
3. An exchange provides ready market for the sale and purchase of securities.

Stock market in India is more than century old and has been functioning effectively through the medium of recognized stock exchanges. The stock market, which is integral part of the capital, has a major impact on the functioning of the corporate sector in particular. Since the capital market is playing, major role in the Indian economy from the past several years there is an essential need to study the overall functioning of stock exchange.

OBJECTIVES OF THE STUDY

- i) To study the investors perception towards online trading.
- ii) To study the merits and demerits of online trading.

- iii) To know the special features of online trading.
- iv) To create an awareness about the usage of online trading among the members/investors.
- v) To provide suggestions.

METHODOLOGY

The study is mainly based on primary data. A questionnaire was prepared and distributed among the investors of different segments of the society. using perception measurement tools such as liker scale, simple averages and percentages were used to interpret the results.

SOURCES OF DATA COLLECTED

Primary Data:

The primary data was collected from the personnel through questionnaire

Secondary Data:

The secondary was gathered from various sources like statistics, libraries, research agencies etc. In this case the secondary information is to be collected from newspapers like “Business line” and business magazines like “Business Today” and Internet.

PLAN OF ANALYSIS

Based on the questioners circulated & data collected this analysis & conclusion has been done accordingly.

LIMITATIONS

- ✓ It was deliberately difficult to collect the data from the clients, as they are apparently busy
- ✓ Getting appropriate response from the respondents
- ✓ Getting appointment from the investors.
- ✓ The study is limited to the curriculum.

SUMMARY OF THE FINDINGS

An attempt was made to study and understand the perception of investors on online trading. The study revealed many unknown information.

The study was conducted in Bangalore city choosing 80 respondents and response of the respondents was summarized as follows.

1. 20% of the respondents are 20- 30 years of age and about 35% of them are b/w 30-40 and 27.5% of them are 40-50 years & 17.5% of the respondents are above 50 years.
2. Out of 80 respondents 53 of them are male members, which constitute 66.25% and 27 of them are female members which constitute 33.75%, that means majority of the investors are male investors.
3. 48.75% of them are graduates and 35% of them are post graduates. And 6.25% of them are school level and 2.5% of them are diploma. It was also found that 7.5% of them are professionals.
4. 6.25% of them come under the category of income up to 5000,
And about 12.5% of them come between 5000-20000 and 37.5% of them come under the category 20000-50000 and 43.75% of them come under the category of above 50000.
5. 37.5% of them choose online trading before share trading, & 62.5% of them did not choose online trading.
6. 75% of them are professional trader & 25% of them are not a professional trader.
7. All the 80 respondents have opted online trading is because of hassle free trading, any time access.
8. All the respondents are satisfied with information provided by the stockbroker.
9. Weekly & monthly online trading is done by 95% of respondents.
10. 97% of the respondents have only one D-MAT account .

11. most of the investors have chosen real estate sector, power sector and banking sector for their investments.
12. According to investor's perception, 90% of the respondents feel infrastructure facility in Bangalore city is average; some feel it as good, only few members rated it as poor.
13. The investors feel that the banking activities are average, some rated it as good, and only few of them rated it as poor.
14. All the respondents are satisfied with the commission levied by the broker is reasonable.
15. Majority of the respondents that is more than 90% felt that SEBI is protecting interest of the investors.
16. The problems faced by the investors while trading is connectivity, site becomes busy during peak hours, Internet failure.
17. It is found that the respondents are advised to frequently update the account statements and upgrade the websites.
18. 80% of them rate that internet & telecommunication is excellent & other 20% as good & rated equally for average & poor.

SUGGESTIONS & CONCLUSION

Volume of trading in Bangalore city seems to be good. To improve the volume of Share trading in Bangalore city, further could be implemented

- A) Conducting more awareness among the public through local media.
- B) Training camps on the methods of on-line trade could be conducted.
- C) Telecommunication and Internet provision could be further enhanced.
- D) Share trading could be highlighted as a means to earn income for the commerce graduates and postgraduates.
- E) House wives could be educated in ladies clubs etc.
- F) Investors club can be opened in Bangalore city.
- G) Online trading can be included in the syllabus of commerce students.

It's delightful to note that the investors are eager to be updated about the market situation. Considering the ongoing trend in Bangalore city, the infrastructure for on-line share trading should improve in the city and there would be hike in volume of share trading.

- New & advanced technologies have breached geographical & cultural barriers, & have brought the countrywide market to doorsteps.
- In the present scenario to compete with the broker's would require sound infrastructure & trading as per international standards.
- The introduction of on-line trading would influence the investors resulting in an increase in the business of the exchange. It has helped the brokers handling a vast amount of transactions & this can be an efficient trading, delivering, settlement system with adequate protection to investors.
- Due to invention of online trading there has been greater benefit to the investors as they could sell/ buy shares as & when required & that to with online trading.
- The broker's had a greater scope than compared to the earlier times because of invention of online trading.
- The concept of business has changed today, this is a service oriented industry hence the survival would require them to provide the best possible service oriented industry hence the survival would require them to provide the best possible service to the clients.
- I recommend the exchange authorities to take steps to educate investors about their rights & duties. I suggest to the exchange authorities to increase the investor's confidences.
- I recommend the exchange authorities to be vigilant to curb wide fluctuations of prices.

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- The speculative pressures are responsible for the wide changes in the price, not attracting the genuine investors to the greater extent towards the market.

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DOUBLING OF AGRICULTURE CREDIT AND ITS EFFECT ON FARMERS OF RAJASTHAN

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ABSTRACT

Credit is considered as the basic aspect for entire economic activity including agriculture and industry. The nationalization of leading scheduled commercial banks union government emphasis on the agricultural sector and access credit to the priority sectors for the farming community and have been increasing rural credit support to this sector in each package and programme from year to year. The union government has announced certain package for doubling of flow of credit to agriculture sector within a period of three years in 2005 on the base of NABARD and RBI but its effect on actual productivity and farmers of Rajasthan is not visible. The paper attempts to analyse the effect on actual productivity and farmers of doubling of agriculture credit. The result highlights that the credit delivery to the farm sector to be inadequate. There need to improvement in the related specific areas of farm sector.

Key Words: Agriculture, Credit, Rural, Loan outstanding, Direct and indirect finance, Rajasthan.

JEL classification: F 361, 362, Q 14

INTRODUCTION

India is primarily an agriculture country and agriculture is the largest and the most important industry in India. Nearly 67 percent of the people in India depend on agriculture for their living and it is the backbone of Indian economy. Nearly 45 percent of the national income of India comes from agriculture and other allied occupations. Credit plays an important contribution not only in modernization of agriculture and allied sectors, but also in the fight against rural poverty. The role of finance plays positively for the rural populace both for consumption and investment purposes. Credit institutions in India serving agricultural got developed in three phases (i) 1947-69, co-operative agencies were the primary vehicles to provide credit. (ii) Nationalization of banks in 1969 and 1980 role of provides credit (iii) Regional rural banks in 1975. It is clear mention from concept that the introductory aims of bank nationalization was to provide the banking services to the rural and remote areas and deprived sections of the society so that current regional disparities could be reduced and finance could no more be the bottleneck in their balanced development. Basically the aim of bank nationalization was to change the banking of classes in to the banking of large groups.

DATA SOURCES AND RESEARCH METHODOLOGY

The present study is based on the secondary data compiled from diverse sources and it will theoretical analysis of data and confined to the farmers of Rajasthan. The data on credit and banking structure were collected from the State level Banker’s committee (SLBC), Rajasthan and published by Reserve Bank of India (RBI) and also other related publication. For this study, as analysis with the tables, percentage, dry facts with help of the MS excel programme for showing results. After collection total data has been compiled and interpreted accordingly by researcher.

Table-1: Contribution of Agricultural in GDP

Constant Price

Country State	All India		
	Agriculture	Industries	Services
Year	GDP	GDP	GDP
1995-96	25.2	24.2	50.5
2000-01	21.2	23.8	54.9
2005-06	17.0	18.3	64.5
2010-11	12.0	12.5	75.4

(Source: Economic Survey)

As per the given data in table-1, there is a dismal picture of the sector-wise contribution of agricultural sector in GDP, where is 25.2 percent contribution of the agricultural sector in 1995-96 whereas the contribution percent of the agricultural sector are decreasing like 21.2 % and 17.0% and 12.0% in the 2000-01, 2005-06, 2010-11 during the period respectively. There is service sector contribution higher than the agriculture sector. The data appears that the people are going to the side of tertiary sector due to financial problem in this area.

PATTERN OF THE RAJASTHAN ECONOMY

The Rajasthan State highlights a glimpse of growth rate during the period 2009-10. This shows a clear picture of GSDP (at current prices) where, GSDP has more than Rs3, 03,358 crore in FY11, in compare of Rs1, 17,274crore in FY05. The data appears that Rajasthan one is the higher growing region of India with find out average growth rate of around 7.43 percent (real GSDP) during FY05-FY11.

Table-2: State Domestic Product and Sector-Wise Contribution

Components	FY01	FY05	FY11
GSDP at current prices (RsCrore)	82434	117274	303558
NSDP at current Prices (RsCrore)	72766	102375	269381
Economic Growth (Real GSDP)	(-) 2%	1.50%	9.60%
Contribution in GSDP at Current Prices			
Agriculture	27%	27%	26%
Industry	28%	29%	27%
Services	45%	44%	47%

Source: PHD Research Bureau, Compiled from Economic Review of Rajasthan 2009-10.

Note: - Sectoral Contribution to GSDP is Round off figure.

There is shown the contribution as sector-wise, where the agricultural sector contributes around 26 percent in GSDP followed through the industry and services sectors at 27 percent and 47 percent respectively. During the last decade period the share to the GSDP has shifted from 27% to 26%, from 28% to 27% and 45% to 47% in the sector-wise contribution respectively.

ROLE OF BANKING STRUCTURE IN AGRICULTURE SECTORS

During the period 1954, the All India Rural Credit Survey of historic (AIRCS) formal credit institutions in India providing rural credit needs at least 9% confirmed. Moneylenders, merchants and wealthy landowners are responsible for over 75% of rural credit. The inadequacy of rural credit continued to engage the attention of the Reserve Bank and the Government throughout the 1950s and 1960s. The Agricultural Refinance Corporation (ARC) was set up by the Reserve bank in 1963 to provide funds by way of refinance, but credit co-operatives still did not function too well. Consequently, the All India Rural Credit Review Committee (Chairmen: Shri B. Venkatappiah) was set in July, 1966². Keeping the view there is one evident that Rajasthan state, the growth rate of credit to agriculture was higher than that to all sectors during the period 1981-91. However, the growth rates of agricultural credit were much below than those in the case of total credit for all the states during the period 1992-2000. Importantly, the growth rates of credit to all sectors and to agriculture declined during the sub-period in the case of middle and low income sates. The period of liberalization, financial agencies like banks income generating additional economic activities and provide resources for the general people to accelerate the pace of development has an important role to play. The Regional Rural Banks are found in large number of ratio in branches which present that appropriate efforts have been made to growth the rural and remote areas of Rajasthan state. The Government decides on agricultural policy from time to time and enacts agricultural reforms. Every year during fiscal budget session, agriculture becomes one of the top demanded item and allocations towards agriculture sector will always be commented in the floors of parliament.

Table-3 :Banking Overview in Rajasthan

Banks	Offices in Rajasthan	Office in all India	Offices in Rajasthan as % of Total Banks
Reg. Rural Banks	1044	15141	6.90%
Nationalised Banks	1583	40011	3.96%

SBI & Its Associates	1028	16563	6.21%
Foreign banks	6	281	2.14%

Source:-PHD Research Bureau, Compiled from Reserve Banks of India (RBI) 2009-10.

During the time to time Various financial institutions play an important role in achieving economic development for the develop the agricultural sector in an economy like regional rural banks, nationalized banks, state bank of India and co-operatives banks. Keeping the view, in the Rajasthan state the Regional Rural Banks (RRBs) total branches in India account for 6.90%, similar, State Bank of India and its Associates accounting 6.21% , where Private banks for 4.75%, and the nationalized banks have a good picture depicting , this is 3.96%. We arrive at foreign banks but these banks have offices in the performance of Rajasthan in India, with only 2.14% is not that impressive. 16 623 persons in Rajasthan meet the needs of a bank branch and an average area of 86 square kilometers.

DIRECT FARM CREDIT TO AGRICULTURE

Direct farm credit refers to the loan to the agriculture and its related sector. Where is the direct main responsibility of borrower for its repayment to the lending institutions, it is called as direct finance. This credit is taken through various terms and condition like short-term, medium –term, long term respectively. It is used in various productive purposes to achieve the appropriate growth rate of agriculture productivity. Now direct finance is finance which is directly given to farmers for raising crops seeds manures pesticides etc called crop loans up to 5 lakhs in this classification also falls implements to be purchased bit diluting situation is caused by items under this head land reforming building etc. plantations biogas plants purchase of land for agricultural purposes Others areas where emphasis is made are fisheries poultry dairy this sector further have in it for small farmers agriculture clinics agribusiness central funds

INDIRECT FARM CREDIT TO AGRICULTURE

Indirect farm credit is that credit which is used as funds in the agriculture sectors indirectly by few intermediary institutions etc and it is also responsible for repayment. The broader areas of indirect farm credit are:

- a. Deposits held by the banks in Rural Infrastructure Development Fund (RIDF) maintained with NABARD.
- b. Subscriptions to bonds issued by NABARD with the objective of financing agriculture/allied activities.
- c. Loans to Arthiyas (commission agents in rural/semi-urban areas) for meeting their working capital requirements on account of credit extended to farmers for supply of inputs.
- d. Lending to Non-Banking Financial Companies (NBFCs) for on-lending to agriculture.
- e. And many other areas are included in each and every year.

Table-4: Contribution of Agricultural Credit of Rajasthan

(Amount in Rupees Thousand)

Year	Direct finance	Indirect finance	Total
1995	73.5	26.5	100
2000	76.2	23.8	100
2005	79.1	20.9	100
2010	82.6	17.8	100

Source: Basic Statistical Returns, Reserve bank of India, various issues

Any loan to agriculture and allied sector is called farm credit. When the borrower is directly responsible for its repayment to the lending agency, it is direct farm credit. It includes short, medium and long term loans given for agriculture and allied activities (dairy, fishery, piggery, poultry, bee-keeping, etc.) directly to individual farmers without limit for taking up agriculture / allied activities except nominal members or to agencies like PACS, primary land development banks etc. Indirect credit refers to, funds agriculture indirectly through some

intermediary agency/institutions etc. which will be responsible for repayment. So funds availed by fertilizer dealers, state corporations, FCI, warehouses will come under indirect creditor to agriculture.

The number of accounts in direct & total agricultural credit by public sector banks progressively increased during 2000 to 2009, except in two years, whereas amount outstanding has consistently increased both in direct & indirect agricultural credit from year to year. The increase in number of accounts & amount outstanding in direct agriculture was 182.8% & 628.8% respectively between 2000 & 2009. Amount per account in direct agricultural credit significantly increased between 2001 and 2009. The share of accounts in the total was between 92.8% & 98.4% during 2000-2009 whereas amount of direct credit in the total was between 70.6% & 75.6%.

Table-5: Classification of Outstanding Advances as Per Sanction and Utilization of Rajasthan

Year	As per Sanction		As per Utilisation	
	Amount Outstanding	Credit Deposit Ratio	Amount Outstanding	Credit Deposit Ratio
1995	980367	44.6	932565	48.9
2000	11133,65	46.7	10096,40	50.1
2005	29412,10	55.7	32758,58	76.5
2010	94306,76	88.4	103084,77	96.6

Source: Basic Statistical Returns, Reserve bank of India, various issues

In Rajasthan, The Government was estimated a target of 1609212 lacs for flow of agricultural credit in 2009-10, of which 51.45 percent has been achieved by end of March, 2010, similarly, the target for the year 2012-13 is 3630380 lacs for disbursement to agriculture by all agencies. The achievement flow of agricultural has estimated steady ups and down form 52.32% in 2010-11 and 50.43% in the 2011-12 but during the period of 2012-13 targets has taken high jump, which is recorded as 53.13% respectively.

CONCLUSIONS

Agriculture credit is important tool of development of agriculture and its allied sector in India specifically in Rajasthan. After the nationalization of leading scheduled commercial banks Centre government have been laying emphasis on agriculture sector and brought credit to this under priority sectors and have been increasing credit to support to this sector in every budget from year to year but its effects on actual productivity and employment is not visible. In Case of Rajasthan agriculture sector consider as backward due to various reasons and one of the main reason may be inefficient Credit to farmers.

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EXAMINING THE PURCHASE AND POST-PURCHASE BEHAVIOUR AMONG MALE YOUTH TOWARDS HERBAL PRODUCTS

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ABSTRACT

The term Green Marketing is the buzzword used in industry which is used to describe business activities which attempt to reduce the negative effect of the products/services offered by the company to make it environmentally friendly. As society becomes more concerned with the natural environment, businesses have begun to modify their process in an attempt to understand the changing buying behaviour of the consumers. From the last decade consumers pay much attention towards green products, so there is a sudden increase in the demand of herbal products as health care and beauty care not only among the females but also among the male youth. The present study is an attempt to understand the buying behaviour of male youth towards the herbal products. Both primary and secondary data were used for conducting study. For primary data 320 questionnaires were distributed among the males of three boys hostels of Jammu University, but only 310 responses were derived, giving the response rate of 96.8%. Secondary data were collected using internet and journals. Raw data from 310 respondents was purified using factor analysis and analysed using regression and correlation test. It is found that male youth are giving importance to the brand along with the performance of the herbal products. It is suggested that marketers should properly promote the herbal products among the male youth through advertisements and periodical awareness campaigns, fix reasonable price for the herbal products considering the disposable income of the various classes, periodic upgradation of product attributes in accordance with the demands of the male youth, introduce more herbal products with positive health features etc.

Keywords: Green marketing, Buying behaviour, Evaluation of alternatives and Purchase decision.

1. INTRODUCTION

Globalisation has posed environmental problems affecting the planet earth and all living beings negatively (Gupta and Abbas, 2013). Consumers increasing environmental awareness and concern have impelled companies to adopt green policies in the production, pricing, promotion, product attributes and distribution activities in a bid to conserve natural resources and sustained business development (Boztepe, 2012). Green initiatives have emerged across nearly all consumer sectors including automobiles, electronics, durables, energy, health care, organic food and packaged goods and companies have succeeded in harnessing their “greenness” in attractive branding and using it as competitive weapon for greater market share. Indian herbal market is one of the fastest growing market and may attain to Rs.14500 crore (Rs 145000 million) by 2014 and exports to Rs.9000 crore (Rs 90,000 million) with a CAGR of 20% and 25% respectively, according to findings of the Associated Chambers of Commerce and Industry of India (Assocham). The ‘Herbal Industry Biz Potential’ has revealed that currently, the Indian herbal market size is estimated at Rs.7000 crore (Rs 70000 mn) and over Rs.3600 crore (Rs 36000 mn) of herbal raw materials and medicines are exported by India. The reasons cited for the unexpected growth comprises setting up of Herbal farm clusters by the government for improving quality of drugs and promotion of exports, doubling the cultivation of medicinal plants by converting existing farmland, continuous focus for R&D on product and process development and effective marketing of herbal products. Globalisation and increasing conscious towards hygiene & beauty has made new generation more attentive towards their looks and health (Souiden & Diagne, 2009). This has resulted in an increase in use of herbal products. The women herbal care industry is growing since a long time but the men grooming market is the new emerging market. Now a day men are more conscious about their looks and health and constantly using the herbal products as these products have no side effect on health. This has made marketers to spend millions in marketing research every year trying to predict or anticipate, changing male youth behaviour.

2. OBJECTIVES OF THE STUDY

- i. To understand the buying behaviour of male youth towards herbal products to have a better picture of their unpredictable buying behaviour.
- ii. To help in developing a suitable marketing strategy by herbal companies for the male youth.
- iii. To examine the association between long-term health effects, consumers’ budget and peer group influence on the purchase decision of herbal products.

- iv. To examine the association between herbal product performance and decision to repurchase the product.

3. NEED OF THE STUDY

Generation Y is large, fast-growing segment of the consumer audience and is very different from previous generational groups. It is important to be able to characterise it and provide some purchase behaviour information to marketers who target this particular audience (Syrett & Lammiman, 2004). The youth market has been characterised as one of the most coveted segments because of its spending power, ability to be trendsetters, receptivity to new products and tremendous potential for becoming lifetime customers (Bush et al., 2004). Traditional marketing does not work with this group of young customers (Morton, 2002). Several years of thriving sales in HERBAL industry have pushed innovations, expansion & diversification into product area in an effort to exploit as much potential opportunity as one can in order to compete in the market & catering its customers. Health factors, changing lifestyle and income growth are the drivers for the fast growth of this sector. Consequently, business community has always attempted to separate consumers into clearly defined generational categories in order to better understand their buying behaviour in the marketplace (Lester et al., 2005). As this generation represent a significant behavioural shift, it becomes necessary for marketers to know their purchase choice. To develop such a marketing strategy, more information is necessary to characterize young consumers' purchase decision and post-purchase behaviour.

4. REVIEW OF LITERATURE

Gan Christopher et al. (2010) suggested that the marketers must integrate green marketing strategies into company strategic plan by producing high quality products, pricing competitively and adopting a better marketing mix in order to change consumers' negative perceptions towards green products.

Arya vikrant et al. (2012) studied the attitude and behaviour of consumers towards herbal products and found that the scientific knowledge of the herbal drugs has to be transmitted out in systematic manner to compete in international market and provide consumer satisfaction.

Maksudunov (2009) investigated the influence of family on consumer purchasing behaviour and showed that there exists no relationship between the level of education of the participants and their decision making process.

Tgongruang, Charlee (2011) studied the consumers purchase behaviour toward herbal medicines. He suggested that the products with complete labels and long-term health effects were the factors influencing the consumer's decision to purchase herbal products.

Rajagopal (2012) analysed the arousal and satisfaction as behavioural drivers which influences buying decisions of young consumers and establish that major factors affecting arousal are product attributes and services, brand and perceived values.

5. HYPOTHESES

On the basis of reviewed literature the following hypotheses were drawn:

Consumer tend to choose to buy the product by considering characteristics such as long-term health effects, price assortment personnel, peer group influence etc. (Boone and Kurtz, 2006). In executing a purchase intention, there are five purchase sub decisions, which consumers may make up which are product choice, brand choice, dealer, purchase timing, and purchase amount (Kotler, 1996). In order words, consumer may answer the question of which product to buy, or might as well form a purchase intention to buy the most preferred brand. Sometimes consumers may have to choose which dealer or store they will go for purchase. In some cases, consumers may be willing to accept high prices for products if the quality of the product is perceived to be of high quality. Thus, the next hypothesis is

Hyp 1: Herbal product purchase decision stage is closely associated with long-term health effects, consumers' budget and peer group influence.

The result of correlation coefficient (Table A) for this hypothesis indicated that all factors i.e. long-term health effects, consumers' budget and peer group influence are positively and significantly correlated with dependent variable i.e. herbal product purchase decision. Thus, the hypothesis, 'Herbal product purchase decision stage is closely associated with long-term health effects, consumers' budget and peer group influence' is accepted.



The post purchase evaluation is the last step in the consumer decision-making process and deals with the way that a consumer evaluates or uses or consumes a product after purchasing it. This usually takes place in four different ways, which include short-term storage in anticipation of later usage opportunities, usage at the earliest convenient opportunity, long-term storage with no specific or anticipated use in mind and aborting the consumption process (Sweeny & Hausknecht, 2000). In most post purchase behaviours, customers tend to evaluate purchasing through a trial or experience some level of satisfaction or dissatisfaction. If the product meets his or her expectations, the consumer is likely to be satisfied, but if it falls short, the consumer is likely to be dissatisfied. Thus, customers may evaluate the product prior to their preconceived expectations (Schiffman (2008). An outcome of the evaluation is either the performance that matches expectations, that performance which exceeds expectations or that the performance below expectations. The amount of dissatisfaction depends on the size of the difference between expectations and performance (Kotler, 1996). Research has shown that consumers will exhibit a higher probability of buying a product to which they are satisfied and tend to say good things about the product to others (Lovelock & Wright, 1999; Ross & Baldasare, 1998; Ross & Baldasare, 1998 and Churchill & Peter, 1998). According to Smith (1993), dissatisfied customers will tell up to eleven other people about their bad experience, which is two to three times more people than a satisfied customer will talk to. Hence it is hypothesised that

Hyp2: Herbal product performance is associated with repurchase decision.

Table B depicts the correlation between Herbal product performance and repurchase decision. The Pearson Correlation Coefficient is significant with items of purchase decision stage as the p value at the 0.01 and 0.05 level. The item-wise, value of Pearson Correlation Coefficient is 0.07 (Performance of product as expected creates loyalty), 0.07 (Quality satisfaction brings repeated purchase), 0.08 (Final outcome of my purchase positive or negative decides my future purchase), 0.09 (Product which really solve the health problems may be suggested to buy), 0.12 (Products which solve the health problems may be suggested to buy), 0.14 (Highly promoted products are bought again & again), 0.20 (Product satisfaction brings repeated purchase), 0.29 (Dissatisfaction paves for competitive product) and 0.34 (Product usability as promised fosters repeat purchase). Thus, the hypothesis '*Herbal product performance is associated with repurchase decision*' stands accepted.

6. RESEARCH METHODOLOGY

Research is a scientific and systematic search for pertinent information on a specified area to solve the research problem. It involves gathering, recording and analysing critically relevant facts about any problem along with logic behind them. The present research is undertaken to assess the impact of buying behaviour of male youth with regard to herbal products. The sequential steps followed in the present study are:

6.1 STUDY DESIGN

Both primary and secondary sources relevant for gathering requisite information pertaining to the research problem in hand have been used. Primary data were collected from the male students residing in three boys' hostels namely, Nehru Hall Hostel, Swami Vivekananda Hostel and Baba Jitto Hostel of Jammu University through self developed questionnaire. It was distributed among 320 students using census method and respondents were contacted on convenient basis. Secondary data have been extensively used for reviewing the pertinent literature generated from books, journal, viz., Journal of Marketing, Journal of Consumer Research, Journal of Consumer Marketing, and International Journal of Research in Marketing etc. Internet has also been used to substantiate primary information.

6.2 UNIT ANALYSIS

Normality of data is assessed by two ways: Graphically and Numerically (Park 2008). Under graphic method, the output of Q-Q plot (quantile-quantile plot) is used to determine normality. In Q-Q plot, if the data are normally distributed then the data points fall approximately on a diagonal straight line, which indicates high correlation and if the data points strayed away from the diagonal line then data are not normally distributed (Field 2009). All the data points are closer to the straight diagonal line and no point is strayed outside, which indicates that data is normally distributed. Under numeric method in SPSS, Skewness and Kurtosis are some of the easiest tests (Mardia 1970) and as per rule of thumb, the data become normal when its Skewness and Kurtosis have value between -1 and +1 or closer to zero (Gao, Mokhtarian, and Johnston, 2008). With the help of SPSS (17.0 version) Skewness and Kurtosis tests are performed and the value of Skewness was .272 and kurtosis was -.387, which is as per rule of thumb between -1 and +1. This shows that data is normally distributed.

The raw data obtained from 310 respondents is purified and reduced through factor analysis on SPSS (Version 17.0) and the Principal Component Analysis (PCA) with Varimax rotation (Kahati and Dhar, 2002), being the best rotation procedure which minimizes the number of items with high loading on one factor, thereby

enhancing the interpretability of the factors (Malhotra, 2002). The test of appropriateness of a factor analysis has been purified through KMO measure of sampling adequacy, where the value greater than 0.5 is accepted, values between 0.5 & 0.7 are mediocre, 0.7 and 0.8 are good, 0.8 and 0.9 great and value 0.9 superb (Malhotra, 2002). Further Bartlett's Test of Sphericity, which is also called zero identity matrix, has also been used to determine correlations among the variables (Hair et al., 1995 and Field, 2000).

Reliability and validity of the constructs was also checked. Reliability was checked through Cronbach Alpha and convergent validity was assessed through the correlation among the items within each construct.

7. FINDINGS

- ❖ Advertisements of herbal products help the male youth to make the purchase decision.
- ❖ Easy availability of herbal product influences the purchase decision of male youth.
- ❖ The results indicated that price, performance, location, and eco-friendly contents are also influencing factors during purchase decision apart from product reputation and image.
- ❖ Male youth preferred reputed brand name than the low price of the herbal products.
- ❖ Repurchase decision of male youth is dependent upon efficacy of herbal products than promotion.
- ❖ Educated male youth is very particular about the outcome of usage of herbal product in terms of product quality, satisfaction etc.
- ❖ High mean response for evaluation of outcome among low income group indicates that repeated purchase is guided by product performance.
- ❖ Products with maximum health benefits are liked by the educated male youth.

8. SUGGESTIONS

- i. Herbal product companies should build good public relations so that positive image of the product is created among public.
- ii. Marketers should adopt suitable warehousing strategies, so that products are readily available when demanded by the customers.
- iii. To meet the product performance expectations of the customers, herbal Products must be upgraded by the companies by enhancing R&D budgets or through collaboration with reputed national and international research centers.
- iv. To cater impulsive purchase instincts among male youth, store location, store ambience, store design and store personnel be paid more attention.
- v. To enhance purchase of herbal products among male youth, product demonstration in areas where male youth resides and frequently visit should be carried by the manufacturers of herbal products.
- vi. Companies should design their marketing strategies based on customer feedback so that future strategic move align with customers' needs.
- vii. Quality of the herbal products should be continuously upgraded as it creates customers loyalty and ensures repeated purchase.
- viii. Long-term health effects of herbal products should be promoted through advertisements & other promotional techniques. This would educate youth and stimulate them to buy the product.
- ix. Product standardisation and its certification should be carried by the herbal manufacturing companies so as to improve its shelf life and customer loyalty.
- x. Herbal manufacturing companies should sponsor more male youth related activities such as adventure sports, cricket, boxing, wrestling etc. so as to create positive image about herbal products among male youth.

9. LIMITATIONS

All the possible efforts have been made to maintain objectivity, validity and reliability of the study, yet certain limitations have emerged which restrict its applicability. These are as follows:-

1. The scope of study is confined only to male youth and female youth are excluded to become the respondents for the study.

2. Due to restricted resources & time constraints, the scope of the study is limited to male students living in the hostels of the University of Jammu only. This makes it to generalize its conclusion on overall male youth segment.
3. The element of subjectivity might have not been completely checked as the students might have responded on the basis of their own experience and perception regarding the items in the questionnaire.
4. Due to paucity of time, sometimes students were found to skip or casual about answering some statements. In such case, the researcher relied on judgements to elicit the requisite information.

10. FUTURE RESEARCH

Future studies can have an edge by conducting research on buying behaviour of female category regarding the herbal product. Future researches may take into consideration the actual buying behaviour of general public and not only the educated youth. So that more conclusive results can be withdrawn.

TABLE A: CORRELATION BETWEEN HERBAL PRODUCT PURCHASE DECISION AND LONG-TERM HEALTH EFFECTS, CONSUMERS' BUDGET & PEER GROUP INFLUENCE*

S.No.	Statements	PD1	PD2	PD3	PD4	PD5	PD6	PD7	PD8	PD9
PD1	Peer group influences my purchase decision <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	1 301								
PD2	Products regularly advertised & promoted are generally purchased <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.255** .000 301	1 301							
PD3	Budget remains a vital part in actual purchase <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.054 .352 301	.132* .022 301	1 301						
PD4	Product reputation & image direct purchasing <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.151** .008 301	.245** .000 301	.110 .057 301	1 301					
PD5	Product purchasing depends upon product performance <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.151** .008 301	.098 .089 301	.128* .026 301	.338** .000 301	1 301				
PD6	Product is purchased at convenient location <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.293** .000 301	.147* .011 301	.274** .000 301	.024 .677 301	1 301				
PD7	Low price is more important than brand name <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.142* .014 301	.006 .912 301	.222** .000 301	.047 .414 301	.177** .002 301	.544** .000 301	1 301		
PD8	Long term health effects of product are taken into consideration <ul style="list-style-type: none"> • Pearson Correlation • Sig • N 	.135* .019 301	.234** .000 301	.116* .044 301	.276** .000 301	.300** .000 301	.109 .060 301	.321** .000 301	1 301	

PD9	Various factors like product promotion , product image, price, peer group and long-term health effects influence your purchase										
	• Pearson Correlation	.274**	.140*	.252**	.014	.029	.332**	.089	.357**	1	
	• Sig	.000	.015	.000	.812	.616	.000	.124	.124		
	• N	301	301	301	301	301	301	301	301	301	

*Source: survey

TABLE B: CORRELATION BETWEEN HERBAL PRODUCT PERFORMANCE AND REPURCHASE DECISION*

S.No.	Statements	EO1	EO2	EO3	EO4	EO5	EO6	EO7	EO8	EO9	EO10
EO1	Product usability as promised fosters repeat purchase • Pearson Correlation • Sig • N	1 301									
EO2	Product satisfaction brings repeated purchase • Pearson Correlation • Sig • N	.013 .818 301	1 301								
EO3	Performance of product as expected creates loyalty • Pearson Correlation • Sig • N	.260** .000 301	.428** .000 301	1 301							
EO4	Quality satisfaction brings repeated purchase • Pearson Correlation • Sig • N	.073 .207 301	.296** .000 301	.692** .000 301	1 301						
EO5	Highly promoted products are bought again & again • Pearson Correlation • Sig • N	.022 .709 301	.039 .509 301	.066 .257 301	.173** .033 301	1 301					
EO6	Products with positive health results bring high satisfaction • Pearson Correlation • Sig • N	.160** .005 301	.502** .000 301	.830** .000 301	.583** .000 301	.100 .084 301	1 301				
EO7	Dissatisfaction paves for competitive product • Pearson Correlation • Sig • N	.476** .000 301	.143* .013 301	.124* .032 301	.063 .275 301	.034 .557 301	.223** .000 301	1 301			
EO8	Products which solve the health problems may be suggested to buy • Pearson Correlation • Sig • N	.269** .000 301	.018 .760 301	.077 .185 301	.265** .000 301	.290** .000 301	.005 .928 301	.220** .000 301	1 301		
EO9	Final outcome of my purchase positive or negative decides my future purchase • Pearson Correlation • Sig • N	.052 .369 301	.325** .000 301	.008 .884 301	.282** .000 301	.152** .008 301	.144* .013 301	.231** .000 301	.289** .000 301	1 301	
EO10	You repurchase products by evaluating price, quality & health products • Pearson Correlation • Sig • N	.341** .000 301	.206** .000 301	.079 .174 301	.076 .186 301	.142* .014 301	.121* .036 301	.298** .000 301	.092 .111 301	.085 .140 301	1 301

*Source: Survey

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ENABLING FINANCIAL INCLUSION IN INDIA: EXPLORING THE DYNAMICS

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ABSTRACT

In spite of this rapid economic growth rate, 37 per cent of the population continues to live below the poverty line. As we move to greater economic growth rates, the challenge we face is to make this growth more inclusive, ensuring that all of us, especially the most disadvantaged and marginalized groups benefit from this economic growth. The key challenge is to make economic growth more inclusive and it is being largely accepted that inclusive growth cannot happen without financial inclusion. Around 60 percent of the population does not have any types of formal banking facilities and out of the six lakh villages, only 30,000 villages have bank branches. It has been noticed that people without bank accounts are often the most vulnerable and impoverished. Fair and transparent code of conduct enforced through an effective grievance redressal mechanism and facilitated by financial literacy and education are the cornerstones for ensuring financial inclusion. With a more enabling environment, the next few years promise to be exciting for the delivery of financial services and to attain inclusive development.

The present paper attempts to investigate present status of access to finance in India and what are different policies initiatives have been taken by the Government of India/RBI to make the financial system more responsive to the needs of the market as well as to strengthen its role in making growth more inclusive. According, depending on findings of the study some policy measures have been suggested to achieve greater financial inclusion.

1. INTRODUCTION

India today is one of the fastest growing major economies of the world with annual growth rate over 9 percent in the recent past and poised to become the next economic powerhouse of the world. In spite of this rapid growth rate, 37 per cent of the population continues to live below the poverty line (estimates of the Tendulkar Committee 2009 for 2004-05). As we move to greater economic growth rates, the challenge we face is to make this growth more inclusive, ensuring that all of us, especially the most disadvantaged and marginalized groups benefit from this economic growth. India's strong economic growth is succeeding in bringing people out of poverty; nevertheless the country still has a long way to go before it can eradicate poverty. The key challenge, therefore, is to make economic growth more inclusive. It is being largely accepted that inclusive growth cannot happen without financial inclusion.

2. UNDERSTANDING OF FINANCIAL INCLUSION

A recent report of the RBI presents damning pictures of the progress of financial inclusion. In a country of a billion-plus population and healthy GDP growth rate, the percentage of population having deposits account is a little over 61 per cent, which means millions do not have access to even a no-frills account. The financial system today comprises a host of institutions including 75,170 branches of commercial, mainly public sector banks across the country; 15,612 branches of 82 RRBs; 14,000 or so cooperative bank branches; 95, 626 outlets of Primary Agricultural Credit Cooperative societies, NBFCs mutual fund companies et al, yet the problem of exclusion from access to formal financial services is so acute that despite the penetrative outreach of the financial system 50 per cent of the country is unbanked (Joshi: 2011). On 29 December 2003, former UN Secretary-General Kofi Annan said "the stark reality is that most poor people in the world still lack access to sustainable financial services, whether it is savings, credit or insurance".

OBJECTIVE OF THE STUDY

The present study is based on secondary sources of data gathered from different sources, like, RBI website, NABARD website, news papers, different issues of 'The Journal of Indian Institute of Banking & finance', etc. The objectives of the present study are:

- (i) To clarify the concept of financial inclusion;
 - (ii) To analysis status and concerns of access to finance;
 - (iii) To analyze policy intervention of the RBI; and
 - (iv) To suggest measures towards achieving total financial inclusion.
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LITERATURE SURVEY

There is plenty of research work on financial inclusion, micro finance/credit, inclusive banking conducted by research scholars in different ways. Venkataramaraju and Ramesh (2010) focus on various aspects of financial inclusion in India, UK and USA in conjunction with an analysis of its outcome in India. Nagayya and Rao (2010) highlighted the reports of the Committee on Financial Inclusion (2008). Mehta (2010) pointed out that how financial inclusion has become part of performance evaluation criteria for banks. Khan (2010) analyses the government decision to permit the entry of new private banks in India. He advocates preventing return of the pre-1969 era of banking. Mahajan (2010) says that microfinance institutions should be judged by their median and best, not according to the black sheep that hurt the cause of the poor who have helped the sector grow. Kabeer (1999) throws the lights on social impact of micro credit in rural areas in India. Rao and Linnemann (1996), Dev (2007), Sainath (2004), and Kannan (2007) emphasised the need for economic reforms with equitable development. The present study highlights on various dimensions and challenges of financial inclusion in India.

3. IMPERATIVES OF FINANCIAL INCLUSION

The Government has taken several initiatives to strengthen the institutional rural credit system. The rural branch network of commercial banks have been expanded and certain policy prescriptions imposed in order to ensure greater flow of credit to agriculture and other preferred sectors. Although these measures have helped in widening the access of rural households to institutional credit, vast majority of the rural poor have still not been covered. The status of micro credit is that:

- Considerable gap between demand and supply for all financial services.
- Majority of poor are excluded from financial services.
- About 56 per cent of the poor still borrow from informal sources.
- 70 per cent of the rural poor do not have a deposit account.
- 87 per cent have no access to credit from formal sources.
- Less than 15 per cent of the households have any kind of insurance.
- Bankers feel that it is fraught with risks and uncertainties.
- High transaction costs.
- Unfavourable policies like caps on interest rates which effectively limits the viability of serving the poor.
- Lack of an appropriate legal vehicle.

3.1. Low level of Institutional Credit

The percentage of population having credit accounts or those who were able to access credit facilities in 2010-11 was just 9.9 per cent. The number of people borrowing from moneylenders has risen to levels not seen since independence, despite having amongst the world's largest network of about 79,000 banking outlets. Just one in every seven marginal farmers has access to institutional credit, say a study on agricultural indebtedness, which results impoverishment, distress migration and, sometimes, suicide.

Farmer borrowings from non-institutional sources

Farmers	Land holding size	Percentage
Near-landless	Less than 0.01 ha	77
Sub-marginal	0.01-0.4 ha	57
Upper-marginal	0.4-1.0 ha	47
Small	1-2 ha	42
Large	10 ha and above	32

Farmers holding 2-10 ha doesn't mentioned.

Source: The Economic Times, 11 Sept. 2010.

Farmers by share of land holdings

Farmers	Land holding size	Percentage
Marginal	Less than 1 ha	60.6
Small	1-99 ha	20
Semi-medium	2-4.99 ha	12.4
Medium	5-9.99 ha	5.9
Large	10 ha and above	1.1

Source: The Economic Times, 11 Sept. 2010.

3.2. Regional Disparity in Credit Support

In spite of Centre plans to make bank access easier for rural population all over country, especially in states where poverty is high, 80 per cent of all bank credit support to SHGs is in Andhra Pradesh, Tamil Nadu, Karnataka and Kerala. The Rural Development Ministry finds that in Uttar Pradesh, Rajasthan, Bihar, Jharkhand, Chhattisgarh, Maharashtra and Gujarat, the gap between credit available and the demand for credit is stark. In Uttar Pradesh, Madhya Pradesh and Rajasthan demand for credit is Rs. 14,613 crore in 2012-13, while disbursement in 2011-12 is only Rs. 3,384 crore. Low level of credit disbursement in these states presents a worrying situation. High demand and sharp increase of SHGs clearly indicates that without expansion of SHGs-bank linkage programmes, these groups will have little or no impact in improving rural livelihoods.

4. POLICY INTERVENTION

A number of policy initiatives have been taken by the Government of India/RBI to make the banking system more responsive to the needs of the market as well as to strengthen its role in making growth more inclusive. RBI has asked banks to prepare a roadmap for extending services to all small villages with less than 2000 population. In another important move, the RBI has given state-level bankers' committees the mandate to prepare blueprints to cover all unbanked villages of population less than 2000. Some of the others measures initiated to widen access to finance include:

1. branchless banking - permitting the use of banking facilitators/correspondents for inclusive banking;
2. introduction of no frills account;
3. SHGs-bank linkage programme;
4. nationwide multi-media campaign, "Swabhimaan" has been launched by the Government of India to inform, educate and motivate people to open bank accounts;
5. the UID mission has taken off and Aadhar numbers are being generated in large number;
6. augmentation of credit flow to the agriculture and other priority sectors as also to the distressed farmers and the areas hit by natural calamities;
7. simplification of systems and procedures;
8. information technology to address the last mile problem; and
9. providing greater operational flexibility to the Regional Rural Banks (RRBs).

4.1. Inclusion through 'No-Frills' Accounts

Around 60 percent of the population does not have any types of formal banking facilities and out of the six lakh villages, only 30,000 villages have bank branches. It has been noticed that people without bank accounts are often the most vulnerable and impoverished. In order to increase financial inclusion in India, the RBI has been prodding banks to launch 'no-frill' accounts. No frills accounts have nil or low minimum balances and charges and have limited facilities - especially, limited withdrawals every month and no overdraft.

Number of ‘no-frills accounts’ opened by SCBs

Bank Group	End-March 2007	End-March 2008	End-March 2009
Public Sector Bank	5,865,419	13,909,935	29,859,935
Private Sector Bank	860,997	1,845,869	3,124,101
Foreign Bank	5,919	33,115	41,482
Total	6,732,335	15,788,919	33,024,761

Source: Hand Books, RBI

4.2. Branchless Banking

In 2006 RBI issued the business correspondent (BC) guidelines to provide access to a bank account for every household, which paved the way for branchless banking through agents. The guidelines allowed, commercial banks to offer simple savings loan and remittance products through agents, who were allowed to undertake banking transactions, including ‘cash in cash out’ transactions at locations close to the customer. BCs/BFs are an alternative outsourced channel of the bank to bring unbanked/under banked areas under its fold. The twin objective behind appointing such entities is to increase the outreach of the bank and to provide comprehensive financial services to the underprivileged encompassing savings, credit, remittance, insurance, mutual funds and pension products in a cost-effective manner, particularly in untapped/unbanked areas.

4.3. New Banking Licences

In the budget speech 2010-11, Finance Minister had said that RBI is planning to issue the guidelines for banking licenses and accordingly in August 2010, RBI had put out discussion paper titled ‘Entry of new banks in the private sector’ inviting comments from banks, non-banking financial institutions, corporate houses and other institutions. RBI has suggested capping FDI in new banks to 49 per cent in the first ten years which could be subsequently raised to 74 per cent to push foreign banks towards wholly subsidiary model. RBI had proposed to make it mandatory for the new banks to have at least 25 per cent of their branches in rural areas with population of less than 10,000. RBI acknowledged the necessity of large capital investment, but added that corporate houses with diversified shareholding will be preferred. Big corporate groups such as Reliance Capital, Tatas, Aditya Birla and Larsen & Toubro and NBFCs such as LIC Housing, Shriram Finance, Mahindra finance among others have evinced interest in the sector.

5. POLICY SUGGESTIONS

- The biggest challenge in financial inclusion is how to provide banking services in the hinterland and how to minimize high operational costs associated with the low value large volume transactions. The best way to address this challenge is by riding piggy-back on some existing technical and commercial infrastructure. It is important there are adequate road, rail, digital connectivity and adequate power and infrastructure facilities which are important prerequisites for operation of banking services.
- It is important that all the participative stakeholders, RBI, Nabard, state governments, numerous civil society organizations and other developmental agencies, need to work together in tandem to drive the efforts towards achieving total financial inclusion and have to recognize the SHG approach in their initiatives.
- RBI’s new licensing policy should be aimed to facilities financial inclusion and companies which will have substantial exposure to rural areas should get priorities.
- The government must not allow state banks to buy priority sector lending of RRBs sponsored by them.
- The commercial banks have taken significant initiatives in this direction but the RRBs and the cooperative banks need to gear up their efforts in this area.
- Microfinance can be attributed to the principle of solidarity lending, which happens through solidarity groups, to lowers the cost to a financial institution related to assessing, managing and collecting loans.
- All the key departments of the government and the regulators of the concern sectors should make a collaborative effort to attain the financial inclusion through financial literacy.

- The RBI should take steps to allow profit-oriented MFIs to be business correspondents of banks for financial inclusion and this would enable their clients to access insured deposits, national payments system and remittance services.
- Our fiscal policies should continue to strengthen the framework of Indian banks. Pro-poor monetary and financial liberalization policies should improve agriculture credit to small and marginal farmers and also informal sector.

The key reforms which the government ought to focus in coming days needs a big push for financial sector reforms, the bill to increase maximum foreign shareholding in insurance companies, increase the share of India's largest life insurer, LIC, and create a pension fund regulator and to reform archaic banking laws, has been pending for the last 6 years.

6. CONCLUSION

Unless we are able to meet the credit needs of our people, we can never hope to grow in a sustainable way. The knowledge, capital and technology to address these challenges is not fully aligned and used. In order to reach the maximum number of people in an efficient manner, banks needs to have robust risk management practices, technology, skilled manpower and very sound marketing practices. Competition from foreign banks is likely to intensify in the coming years and the domestic financial institutions need to prepare themselves to face the challenge. Fair and transparent code of conduct enforced through an effective grievance redressal mechanism and facilitated by financial literacy and education are the cornerstones for ensuring financial inclusion (Throat: 2010). With a more enabling environment, the next few years promise to be exciting for the delivery of financial services and to attain inclusive development.

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FINANCIAL INCLUSION: A ROAD INDIA NEEDS TO TRAVEL

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ABSTRACT

India has, for a long time, recognized the social and economic imperatives for broader financial inclusion and has made an enormous contribution to economic development by finding innovative ways to empower the poor. Starting with the nationalization of banks, priority sector lending requirements for banks, lead bank scheme, establishment of regional rural banks (RRBs), service area approach, self-help group-bank linkage programme, etc., multiple steps have been taken by the Reserve Bank of India (RBI) over the years to increase access to the poorer segments of society. Initiatives for financial inclusion have come from financial regulators, governments and the banking industry. The banking sector has taken a lead role in promoting financial inclusion. Legislative measures have been initiated in some countries. For example, in the US, the Community Reinvestment Act (1997) requires banks to offer credit throughout their entire area of operation and prohibits them from targeting only the rich neighbourhoods. In France, the law on exclusion (1998) emphasizes an individual's right to have a bank account. The scope of financial inclusion is also evolving from being limited to a bank account and simple saving products to include remittances, savings, loans, financial counselling, insurance (life and non-life). Consequently a holistic financial inclusion ecosystem will include banks, co-operatives, microfinance and insurance institutions.

This study is an attempt to understand the concept of financial inclusion in Indian banking system. Besides, this study also covers various initiatives taken by Reserve Bank of India and future perspective of financial inclusion in Indian banking

Keywords: Financial Inclusion, Financial Literacy, Core Banking Solution, Financial sector Reforms

INTRODUCTION

The banking industry has shown tremendous growth in volume and complexity during the last few decades. Despite making significant improvements banks have not been able to include vast segment of the population, especially the underprivileged sections of the society, into the fold of basic banking services. Nationally and Internationally efforts are being made to study the causes of financial exclusion and designing strategies to ensure financial inclusion. Financial inclusion is the delivery of financial services at affordable costs to vast sections of disadvantaged and low income groups (for example "no frill accounts"). India has, for a long time, recognized the social and economic imperatives for broader financial inclusion and has made an enormous contribution to economic development by finding innovative ways to empower the poor.

The concept of financial inclusion can be traced back to the year 1904 when co-operative movement took place in India. It gained momentum in 1969 when 14 major commercial banks of the country were nationalized and lead bank scheme was introduced shortly thereafter.

Financial Inclusion is the process of ensuring access to appropriate financial products and services needed by all sections of the society in general and vulnerable groups such as weaker sections and low income groups in particular at an affordable cost in a fair and transparent manner by mainstream institutional players. The essence of financial inclusion is to ensure that a range of appropriate financial services is available to every individual and enable them to understand and access those services. Financial inclusion promotes thrift and develops culture of saving, improves access to credit both entrepreneurial and emergency and also enables efficient payment mechanism, thus strengthening the resource base of the financial institution which benefits the economy as resources become available for efficient payment mechanism and allocation.

LITERATURE REVIEW

The review of literature suggests that the most operational definitions are context-specific, originating from country-specific problems of financial exclusion and socio-economic conditions.

Joseph Massey (2010) said that, role of financial institutions in a developing country is vital in promoting financial inclusion. Financial institutions have a very crucial and a wider role to play in fostering financial inclusion. National and international forum have recognized this and efforts are seen on domestic and global

levels to encourage the financial institutions to take up larger responsibilities in including the financially excluded lot.

Oya Pinar Ardic et al (2011) explained that using the financial access database by CGAP and the World Bank group, this paper counts the number of unbanked adults around the

world, analyses the state of access to deposit and loan services as well as the extent of retail networks, and discusses the state of financial inclusion mandates around the world. The findings indicate that there is yet much to be done in the financial inclusion arena. Fifty-six percent of adults in the world do not have access to formal financial services.

RESEARCH METHODOLOGY

The present study is descriptive in nature. The data used for the study is secondary in nature and has been collected from various reputed journals, annual reports of RBI and Ministry of Finance, GoI, RBI bulletin, , Report on trend and progress of banking in India, newspapers and websites of RBI.

Need for financial inclusion

- Focus on Inclusive Growth
- Banking Technology has arrived
- Realization that unbanked villages and poor provide business opportunity for banks and other financial intermediaries

Objectives Of The Study

1. To study present scenario of financial inclusion in India
2. To study the major initiatives and policy measures taken by RBI and GOI for financial inclusion.
3. To suggest the future prospects of financial inclusion

FACTORS AFFECTING ACCESS TO FINANCIAL SERVICES

A number of factors affecting access to financial services have been identified in many countries.

- *Legal identity:* Lack of legal identities like identity cards, birth certificates or written records often exclude women, ethnic minorities, economic and political refugees and migrant workers from accessing financial services.

- *Age factor:* Financial service providers usually target the middle of the economically active population, often overlooking the design of appropriate products for older or younger potential customers.

- *Gender issues:* Access to credit is often limited for women who do not have, or cannot hold title to assets such as land and property or must seek male guarantees to borrow.

- *Psychological and cultural barriers:* The feeling that banks are not interested to look into their cause has led to self-exclusion for many of the low income groups. However, cultural and religious barriers to banking have also been observed in some of the countries.

- *Limited literacy:* Limited literacy, particularly financial literacy, *i.e.*, basic mathematics, business finance skills as well as lack of understanding often constrain demand for financial services.

- *Level of income:* Financial status of people is always important in gaining access to financial services. Extremely poor people find it difficult to access financial services even when the services are tailored for them. Perception barriers and income discrimination among potential members in group-lending programmes may exclude the poorer members of the community.

- *Social security payments:* In those countries where the social security payment system is not linked to the banking system, banking exclusion has been higher.

- *Attractiveness of the product:* Both the financial services/products (savings accounts, credit products, payment services and insurance) and how their availability is marketed are crucial in financial inclusion.

- *Type of occupation:* Many banks have not developed the capacity to evaluate loan applications of small borrowers and unorganised enterprises and hence tend to deny such loan requests.

- *Terms and conditions:* Terms and conditions attached to products such as minimum balance requirements and conditions relating to the use of accounts often dissuade people from using such products/services.

• *Bank charges:* In most of the countries, transaction is free as long as the account has sufficient funds to cover the cost of transactions made. However, there are a range of other charges that have a disproportionate effect on people with low income.

• *Place of living:* Although effective distance is as much about transportation infrastructure as physical distance, factors like density of population, rural and remote areas, mobility of the population (*i.e.*, highly mobile people with no fixed or formal address), insurgency in a location, *etc.*, also affect access to financial services.

The lack of access by certain segments of the society to appropriate, low-cost, fair and safe financial products and services from mainstream providers actually results in Financial Exclusion

CONSEQUENCES OF FINANCIAL EXCLUSION

Financial exclusion is broadly defined as the lack of access by certain segments of the society to suitable, low-cost, fair and safe financial products and services from mainstream providers. Consequences of financial exclusion will vary depending on the nature and extent of services denied. It may lead to increased travel requirements, higher incidence of crime, general decline in investment, difficulties in gaining access to credit or getting credit from informal sources at exorbitant rates, and increased unemployment, *etc.* The small business may suffer due to loss of access to middle class and higher-income consumers, higher cash handling costs, delays in remittances of money. In fact, the main reasons for financial exclusion, from the demand side are lack of awareness, low income, poverty and illiteracy; and from the supply side is distance from branch, branch timings, cumbersome documentation and procedures, unsuitable products, language, staff attitudes, *etc.* Due to all these procedural hassles people feel it easier to take money from informal credit sources, but it results in compromised standard of living, higher costs, and increased exposure to unethical and unregulated providers and vulnerability to uninsured risks.

FINANCIAL INCLUSION - A GLOBAL POLICY PRIORITY

The importance of an inclusive financial system is widely recognized in the policy circles, not only in India, but has become a policy priority in many countries. Several countries across the globe now look at financial inclusion as the means of a more comprehensive growth. In advanced markets, it is mostly a demand side issue. Initiatives for financial inclusion have come from the financial regulators, the governments and the banking industry. The banking sector has taken a lead role in promoting financial inclusion. Legislative measures have been initiated in some countries. For example, in the United States, the Community Reinvestment Act (1997) requires banks to offer credit throughout their entire area of operation and prohibits them from targeting only the rich neighborhood. In France, the law on exclusion (1998) emphasizes an individual's right to have a bank account. In South Africa, a low cost bank account called 'Mzansi' was launched for financially excluded people in 2004 by the South African Banking Association. In the United Kingdom, a 'Financial Inclusion Task Force' was constituted by the government in 2005 in order to monitor the development of financial inclusion. The "Principles for Innovative Financial Inclusion" serve as a guide for policy and regulatory approaches with the objectives of fostering safe and sound adoption of innovative, adequate, low-cost financial delivery models, helping provide conditions for fair competition and a framework of incentives for the various bank, insurance, and non-bank actors involved and delivery of the full range of affordable and quality financial services

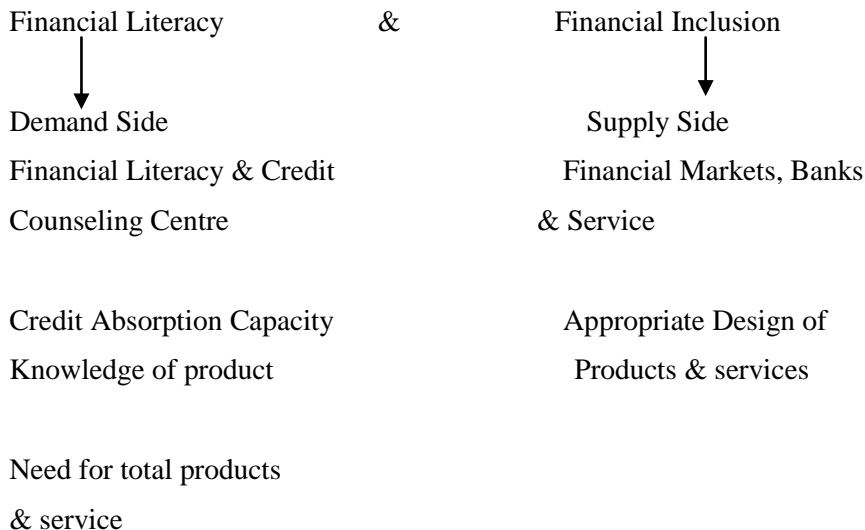
SCOPE OF FINANCIAL INCLUSION

The scope of financial inclusion can be expanded in two ways.

- 1) Through state-driven intervention by way of statutory enactments *i.e.* by making it a statutory right to have bank account
- 2) Through voluntary effort by the banking community it for evolving various strategies to bring within the ambit of the banking sectors the large strata of society.

TWIN ASPECTS OF FINANCIAL INCLUSION

Financial Inclusion and Financial Literacy are twin pillars. While Financial Inclusion acts from supply side providing the financial market/services what people demand, Financial Literacy stimulates the demand side making people aware of what they can demand.



ROLE OF BANKS TO BALANCE DEMAND & SUPPLY SIDE

Demand Side Barriers:

The barriers arising out of the demand side factors may be characterized by the following features:

Complexity: The excluded sections of the society find financial services complex in nature. They see no reason to go to the banks for conducting small transactions, which in their opinion, are time consuming and perplexing

Place of living: Generally commercial banks operate only in commercially profitable areas and it would not be viable for banks to open branches in the remote villages. People who live in under developed areas find it very difficult to reach the nearest bank due to transportation cost and wages lost in travelling to the bank

Limited literacy: Financial illiteracy and lack of basic education are prohibiting factors leading to non-access of financial services.

Convenience and affinity towards informal sector: The excluded section of the society finds informal sector (such as the money lender or the pawn-broker) more user-friendly and accessible and as such, they develop an affinity which always drives them to approach this sector for their credit needs.

Supply Side Barriers:

The supply side of barriers though not many, may be characterised by the following features:

Legal identity: Inability to provide a legal identity such as voter id, residence proof, birth certificates, etc. often exclude women and migrants from accessing financial services.

Outreach Issue: Very often, even if a person is bankable, the distances are too long for services & supporting the accounts at reasonable costs.

RESULTS, ANALYSIS AND DISCUSSION

Bank nationalization in India marked a paradigm shift in the focus of banking as it was intended to shift the focus from class banking to mass banking. With a view to enhancing the financial inclusion, as a proactive measure, the RBI in its Annual Policy Statement for the year 2005-06, urged banks to review their existing practices to align them with the objective of financial inclusion.

INITIATIVES FOR FINANCIAL INCLUSION IN INDIA

1) **Opening of no-frills accounts:** Basic banking no-frills accounts with nil or very low minimum balance as well as charges that make such accounts accessible to vast sections of the population. Banks have been advised to provide small overdrafts in such accounts.

2) **Opening of branches in unbanked rural centers:** Banks have been mandated in the Monetary Policy Statement – April 2011, to allocate at least 25 per cent of the total number of branches to be opened during a year in unbanked rural centers

- 3) **Simplified branch authorization:** Domestic Scheduled Commercial Banks have been permitted to freely open branches in Tier 2 to Tier 6 centres.
- 4) **Relaxation on Know Your Customer (KYC) norms:** Know Your Customer (KYC) requirements for Opening bank accounts were earlier relaxed for small accounts in August 2005. During the year, it has been further relaxed to include job card issued by NREGA duly signed by an officer of the State Government or the letters issued by the Unique Identification Authority of India containing details of name, address and AADHAAR number.
- 5) **Engaging business correspondents (BCs):** In January 2006, RBI permitted banks to engage business facilitators (BFs) and BCs as intermediaries for providing financial and banking services. The BC model allows banks to provide doorstep delivery of services, especially cash in-cash out transactions, thus addressing the last-mile problem. The list of eligible individuals and entities that can be engaged as BCs is being widened from time to time. With effect from September 2010, for-profit companies have also been allowed to be engaged as BCs
- 6) **Financial Inclusion Plan for Banks:** In January 2010, all public and private sector banks were advised to put in place a Board approved three year Financial Inclusion Plan (FIP) and submit the same to the Reserve Bank by March 2010.
- 7) **Use of technology:** Recognizing that technology has the potential to address the issues of outreach and credit delivery in rural and remote areas in a viable manner, banks have been advised to make effective use of information and communications technology (ICT), to provide doorstep banking services through the BC model where the accounts can be operated by even illiterate customers by using biometrics, thus ensuring the security of transactions and enhancing confidence in the banking system.
- 8) **Adoption of EBT:** Banks have been advised to implement EBT by leveraging ICT-based banking through BCs to transfer social benefits electronically to the bank account of the beneficiary and deliver government benefits to the doorstep of the beneficiary, thus reducing dependence on cash and lowering transaction costs.
- 9) **GCC:** With a view to helping the poor and the disadvantaged with access to easy credit, banks have been asked to consider introduction of a general purpose credit card facility up to ₹25,000 at their rural and semi-urban branches. The objective of the scheme is to provide hassle-free credit to banks' customers based on the assessment of cash flow without insistence on security, purpose or end use of the credit. This is in the nature of revolving credit entitling the holder to withdraw up to the limit sanctioned.
- 10) **Roadmap for providing banking services** - In November 2009, banks were advised to draw up a roadmap for providing banking services through a banking outlet in every village having a population of over 2,000 by March 2012.
- 11) **Introduction of New Products** – Making available a minimum four banking products through the ICT based BC model.

CURRENT STATUS OF FINANCIAL INCLUSION IN INDIA

A Financial Inclusion survey was conducted by World Bank in India between April-June, 2011 which included face to face interviews of 3,518 respondents. The sample excluded the north-eastern states and remote islands representing approximately 10 per cent of the total adult population. The results of the survey suggest that India lags behind developing countries in opening bank accounts, but is much closer to the global average when it comes to borrowing from formal institutions. In India, 35 per cent of people had formal accounts versus the global average of 50 per cent and the average of 41 per cent in developing economies (Table 1).

Table 1: Key Statistics on Financial Inclusion in India: A Survey

Share with an account at a Formal financial institution			Adults saving in the past year		Adults originating a new loan in the past year		Adults with a credit card	Adults with an outstanding mortgage	Adults paying personally for health insurance	Adults using mobile money in the past	
	All Adults	Poorest income quintile	Women	Using a formal account	Using a community based method	From a formal financial institution	From family of friends				
India	35	21	26	12	3	8	20	2	2	7	4
World	50	38	47	22	5	9	23	15	7	17	7

(Source: RBI Annual Report)

PROGRESS OF FINANCIAL INCLUSION PLAN (FIP)

To strengthen the financial inclusion drive, all public and private sector banks were advised to put in place Board approved three - year financial inclusion plans (FIPs) from April 2010 onwards. The FIP should broadly contain self-set targets with respect to: 1. Monetary Policy Actions – Mandated SLBCs to prepare a roadmap for covering all unbanked villages of population less than 2,000 and allot these villages to banks for providing banking services in a time-bound manner.

2. Advised banks to open intermediate brick and mortar structure between the base branch and BC locations. These structures having minimum infrastructure like a CBS terminal, pass book printer, safe for cash retention, etc. will be at a reasonable distance of 3-4 kilometers and will provide support to about 8-10 BC units – Will lead to efficiency in cash management, documentation, redressal of customer grievances.

3. Satellite offices in the form of Ultra Small BC outlets are also mandated and being encouraged

4. Advised sponsor banks to formulate Financial Inclusion Plans for RRBs. Progress to be monitored by NABARD and Regional Offices of RBI.

5. Disaggregation of FIP from Head Office to branch level- Banks already advised to put in place a mechanism to monitor the progress at the branch level periodically.

The details of the progress made by banks under FIP are given in Table 2.

Table 2: Progress under Financial Inclusion Plans

Sr. No.	Particulars	As on March 2011	As on March 2012
1	Total No. of Customer Service Points Deployed	60,993	1,16,548
2	Total banking outlets in villages, of which	1,16,208	1,81,753
	2.1 Branches	34,811	37,471
	2.2 BCs	80,802	1,41,136
	2.3 Other modes	595	3,146
3	Urban Locations covered through BCs	3,771	5,891
4	ICT Based A/Cs through BCs (No. in million)	32	57
5	ICT Based A/Cs Transactions (No. in million)	84	141
6	ICT Based A/Cs Transactions (Amt.in billion)	58	93
7	Number of No Frills Accounts (In million)	105	139
8	Amount in No Frills Accounts (In billion)	76	120
9	Number of No Frills Accounts with OD (in million)	0.6	2.7
10	Amount in No Frills A/Cs with OD (in billion)	0.3	1.1
11	Number of KCCs outstanding (in million)	27	30
12	Amount in KCCs outstanding (in billion)	1,600	2,068
13	Number of GCCs outstanding (in million)	1.7	2.1
14	Amount in GCCs outstanding (in billion)	35	42

(Source: Report on Trend and Progress of Banking in India for the year ended June 30, 2012, RBI)

The progress of financial inclusion plans in India as on March 31, 2012 is depicted in the Table 3.

Table 3 Progress of Financial Inclusion Plan in India (as on March 31, 2012)

Banking outlets	
Rural branches	24701
BC outlets	120355
Other modes	2478
Total	147534
Total number of 'No frill accounts'	103.21 million (increase of 39.6%)
Operations in NFA (2011-12)	
Outstanding balance	Rs. 932.89 billion
Overdrafts	Rs. 3.39 billion
Transactions through ICT based BC outlets (2011-12)	119.77 million
KCC credit	Rs. 2.15 million
GCC credit	Rs. 0.22 million

Source: World Bank, Financial Access Survey 2012.

There are 24,701 rural branches, 1, 20,355 BC outlets, 2,478 other modes, 1, 47,534

total, 103.21 million total of 'No frill accounts', Increase of 39.6 per cent operation in NFA (2011-2012) Rs 932.89 billion outstanding balance, Rs 3.39 billion overdrafts, 119.77 million transactions through ICT based BC outlets, Rs 2.15 million KCC credit, Rs 0.22 million GCC credit were recorded as on March 31 2012.

Table 4: Coverage of Banking Services in India

Sl. No.	Region	Current Account	Savings Account	Total Population	Total no. of Accounts	Total no. of Accounts (%)
1	North	4215701	52416125	32676462	56631826	17.65
2	North East	476603	6891081	38495089	7367684	2.3
3	East	1814219	47876140	227613073	49690359	15.48
4	Central	2202217	64254189	255713495	66456406	20.71
5	West	3178102	49525101	149071747	52703203	16.42
6	South	4666014	83386898	223445381	88052912	27.44
	All India	16552856	304349534	1027015247	320902390	100

Sources: National Sample Survey Organisation (2012).

Table 4 indicates that, out of 32902390 total current account and savings account of banking services in All India. 27.44 per cent of total account in South India, 20.71 per cent of total account in Central India, 17.65 per cent of total account in North India, 16.42 per cent of total account in West India, 15.48 per cent of total account East India, 2.3 per cent of total account in North East India. So, it is concluded that, the maximum no of 27.44 per cent of total account in South India.

FINDINGS AND SUGGESTIONS

The paper found that a large no. of population and rural households of India do not have access to banking and other financial services. Many obstacles are there in the path of promoting and achieving financial inclusion. Therefore, to provide access to these services to them RBI and GoI has taken various initiatives. The target of

RBI and GoI is to achieve 100% financial inclusion. It should not be taken as an obligation by banks and financial institutions but should be seen as a future prospect and opportunity for growth and for tapping and targeting untapped and unorganized market. For building customer awareness New bank branches have been opened and new ATMs have been installed for the purpose of achieving financial inclusion. E-banking and mobile banking training and education programmes should be conducted. Financial Inclusion should be taken as a business prospect rather than compulsion so that probable business opportunity can be utilized by tapping and targeting untapped and unorganized market.

The RBI and commercial banks should plan a coordinated campaign in partnership with the trainers and professional to educate customers about the basic financial products, services and offerings.

For building customer awareness E-banking and M-banking training and education programme should be conducted.

WAY FORWARD – FUTURE PROGRESS OF FINANCIAL INCLUSION

The following additional suggestions would substantially alleviate the remittance needs of the poor in the country:

1) The combined network of nearly 70000 branches of scheduled commercial banks (including RRBs) and an institutional mechanism for extending remittance facilities in remote area with low transaction costs and wide coverage.

2) Experts have recommended the Business Correspondent/Facilitator (BC/BF) model which will bring down the high cost of operation.

3) Banks should endeavour to have a BC touch point in each of the six lakh villages in the country. There should be a micro-bank in every village.

4) Banks need to perfect their delivery and business model. A number of different models involving handheld devices with smart cards, mobiles, mini ATMs, etc are being tried out and it is necessary that they are integrated with the backend CBS system for scaling up.

5) RBI has advised banks to focus more towards opening of Brick & Mortar branches in unbanked villages. This will lead to efficiency in cash management, documentation and redressal of customer grievances. Such an approach will also act as an effective supervisory mechanism for BC operations.

6) A committee should be set up with representatives from RBI, Department of Posts, NABARD and commercial banks which integrate postal network with the banking system and developing a nation wide remittance system.

7) Banks should institute systems of reward and recognition for personnel initiating, ideating, innovating and successfully executing new products and services in the rural areas.

CONCLUSION

To sum up, financial inclusion is the road that India needs to travel toward becoming a global player. Financial access will attract global market players to our country and that will result in increasing employment and business opportunities. Inclusive growth will act as a source of empowerment and allow people to participate more effectively in the economic and social process. For achieving complete financial inclusion and for inclusive growth, the RBI, Government, NABARD and the implementing agencies will have to put their minds and hearts together so that the financial inclusion can be taken forward. There should be proper financial inclusion regulation in our country and access to financial services should be made through SHGs and MFIs.

Financial inclusion is not just a socio-political imperative but also an economic one. Studies have proved that lack of inclusion or rather exclusion from the banking system results in a loss of 1 per cent to the GDP. Banks should look at financial inclusion both as a business opportunity and as a social responsibility Above all, a whole-hearted effort is called for from all the corners of the society, viz., banks, beneficiaries and regulators in order to make financial inclusion more meaningful and effective. Thus, financial inclusion is a big road which India needs to travel to make it completely successful. Miles to go before we reach the set goals but the ball is set in motion!

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Ethics in Human Resource Management: A NEED..

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ABSTRACT

Standards, values, morals and ethics have become increasingly complex in a postmodern society where absolutes have given way to tolerance and ambiguity. This particularly affects managers in HR, where decisions will affect people's jobs and their future employment. This paper explores some of the ethical dilemmas encountered in the workplace, discussing ethical behaviour and values that relate to HR.

Keywords- Ethics, HRM, Standard, Values, Morals.

INTRODUCTION

Human Resource Management is a business function that is concerned with managing relations between groups of people in their capacity as employees, employers and managers. Inevitably, this process may raise questions about what the respective responsibilities and rights of each party are in this relationship, and about what constitutes fair treatment. These questions are ethical in nature, and this chapter will focus on debates about the ethical basis of human resource management.

Ethics:

Ethics in Latin language is called "ethicus" & in Greek it is called "ethicos" in fact these word has originated from Ethos meaning character or manners. Ethics is thus set to be the source of morals: a treatise on this: moral principal recognised rules of conduct.

Ethics is commonly defined as a set of principles prescribing a behaviour code, explains what is good or wrong, or bad or wrong. It may even outline moral duties and obligations. There is a combination of full familiar words, namely business and ethics. Ethics is concerned with moral issues in business just as medical ethics are concerned with morality of medical practices and policies, or political ethics are concerned with the morality of political affairs.

According to concise Oxford Dictionary "Ethics are the principles of behaviour that distinguish between the rights from the wrong. Business Ethics is the evaluation of business activities and behaviour as right or wrong. Ethical conduct conforms to what a group or society, as a whole considers right behaviour.

- Ethics is a set of moral principles or values
- Ethics are the principles, norms and standards of conduct governing an individual or group
- Ethics is a rational inquiry into how to act and how to lead one's life
- Business ethics are moral principles that define right and wrong behaviour in the world of business
- Business ethics is the evaluation of business activities and behaviour as right or wrong
- Business ethics is the application of general ethics to business behaviour
- These definitions say that business ethics is nothing but an extension of individual/group ethics to business situations. Also it can be understood that there can't be different moral standards for personal life and business life. Business ethics is essentially an applied ethics.

Human Resource Management:

Human resource management is the management process of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labour laws. In

circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will also serve as the company's primary liaison with the employees' representatives (usually a trades union).

- In this definition, there are two types of functions for the HR Manager
- Managerial functions-planning, organizing, directing and controlling
- Operative functions- procurement, development, compensation, appraisal, maintenance and separation
- Here, the HR Manager is applying all managerial functions positively in each of the operative functions to maintain equity, equality and justice. In some operative functions (compensation, appraisal, maintenance and separation) s/he has to maintain equity, while in some others (procurement, development, etc) s/he has to maintain equality and individual and social justice. It is also implied that HR (employees) must play their duties to achieve the organizational and social goals effectively and efficiently

The Ethical Nature of HRM (Human Resource Management):-

Despite these moral appreciations of human resource management (HRM), there is a strong tradition in business that insists that business should not be concerned with ethics.

The core concern of business – proponents of the market economy argue – is in attempting to secure the best possible return on any investment. Any dilution of this focus will lead to the corruption of what is a finely balanced system. Businesses that seek to be ‘ethical’ as well as profitable will probably fail economically, following which the whole community may suffer. Rather, let the invisible hand guide the market and all will prosper. Like some evolutionary force, the best will always survive. Wealth will trickle down from successful enterprises, and humanity will be best served. Any constraint on the freedoms of the market – be they motivated by ethical angst or vote-seeking government policy – will just mess everything up. Notwithstanding the appeal of this position, a critique of business practice has continued to accumulate and assert itself, and to challenge the notion that business and morality have no meeting point. Concern has surfaced from a variety of sources: from consumer groups, political groups, religious and charitable organisations. Entrepreneurs (for example, Anita Ruddick of The Body Shop (2000), academics and researchers (Winstanley and Woodall, 2000; Greenwood, 2002) and management professionals (Brown, 2003) have all expressed the view that standards of behaviour within business need to be evaluated, and improved. The unethical practice of HRM itself has also hit public attention:

- Off-shoring and exploiting ‘cheap’ labour markets;
- Using child labour;
- Reneging on company pension agreements;
- Longer working hours;
- Increasing work stress;
- The use of disputed and dubious practices in hiring and firing of personnel.

What is HRM Ethics?

- HRM Ethics is “the affirmative moral obligations of the employer (business) towards the employees to maintain equality and equity justice”
- Do not treat people (employees) simply as a means for our own purposes without their full and free consent, because they are ends in themselves
- Hard HRM- where employees are viewed instrumentally as a means to achieve organizational goals
- Soft HRM- where employees are viewed as a subject-in-themselves. Soft HRM promotes employee rights, empowerment, involvement, participation, etc
- Both soft and hard HRM can be considered as ethical under “utilitarianism” concept (greatest good to greatest number), but deontological theory may accept only soft HRM as ethically correct and not hard HRM

(**Deontological ethics** or **deontology** is an approach to ethics that focuses on the rightness or wrongness of intentions or motives behind action such as respect for rights, duties, or principles, as opposed to the rightness or wrongness of the consequences of those actions.)

Stakeholder theory and HRM ethics

- It says that “the corporation and its managers are responsible for the effects of their actions on others” and that “the corporation should be managed for the benefit of the stakeholders, that is, those who affect or can be affected by the corporation”
- This theory also supports “utilitarianism” in HRM ethics

To what extent should the organization follow HRM ethics?

Here, the two ethical concerns are

1. To what extent should people be used as a means to an end
2. To what extent the mgt has to act in the interest of the employees
The last part of the definition of HRM “effective and efficient” utilization of HR supports the first concern.

The part “to achieve personal/individual goals” in the definition supports the second concern
The definition of HRM clearly says that organizational interest cannot be compromised while doing justice to employees and vice-versa

AREAS OF HRM ETHICS :

- Basic human rights, civil and employment rights. E.g. Job security, feedback from tests, openness and consultation over matters which affect the employees
- Social and organizational justice. E.g. procedural justice, egalitarianism, equity and equal opportunity
- Equity/Distributive justice (proportionate pay for proportionate contribution), autonomy and respect
- Safety in the workplace
- Respect, fairness and honesty based process in the workplace
- Privacy

(**Egalitarianism** (derived from the French word **égal**, meaning *equal*) is a political doctrine that holds that all people should be treated as equals and have the same political, economic, social, and civil rights)

Employees’ rights and duties

Rights	Duties
To work	Loyalty to the firm
For just compensation	Respect for current legal and moral norms
To free association and strike	Respect the rights of the employer
For privacy	Just contribution to the organization
For freedom of speech	Maintain secrecy/confidentiality
To due process	Cooperation with boss/subordinates
For participation	No discrimination in rules for recruitment and conditions for firing
For healthy and safe working conditions	Fair compensation
To job satisfaction	Acceptance of criticism from workers

CODE OF ETHICS IN HRM:

The HR Management Institute's Code of Ethics and Professional Conduct has been adopted to promote and maintain the highest standards of service and conduct for all persons it has recognized membership and certified to use any of its certification marks: **CHRP[®]**, **CHRM[®]**, **CHRD[®]**, **CHRC[®]**, and **CHRT[®]**. The HR Management Institute's Board of Governors determines who is certified and thus authorized to use the marks. Implicit in the acceptance of this authorization is an obligation not only to comply with the mandates and requirements of all applicable laws and regulations but also to take responsibility to act in an ethical and professionally responsible manner. Adherence to these standards is expected from all who hold an HR Management Institute credential and serves to ensure public confidence in the integrity of these individuals. Those holding an HR Certification Institute credential commit to the following:

I. Professional Responsibility

As HR professionals, we are responsible for adding value to the organizations we serve and contributing to the ethical success of those organizations. We accept professional responsibility for our individual decisions and actions. We are also advocates for the profession by engaging in activities that enhance its credibility and value. This means we should:

- A. Adhere to the highest standards of ethical and professional behaviour;
- B. Measure the effectiveness of HR in contributing to or achieving organizational goals;
- C. Comply with the law;
- D. Work consistent with the values of the profession;
- E. Strive to achieve the highest levels of service, performance and social responsibility;
- F. Advocate for the appropriate use and appreciation of human beings as employees; and
- G. Advocate openly and within the established forums for debate in order to influence decision-making and results.

II. Professional Development

As professionals we must strive to meet the highest standards of competence and commit to strengthen our competencies on a continuous basis. This means we should:

- A. Pursue formal academic opportunities;
- B. Commit to continuous learning, skills development and application of new knowledge related to both human resource management and the organizations we serve;
- C. Contribute to the body of knowledge, the evolution of the profession and the growth of individuals through teaching, research and dissemination of knowledge; and
- D. Pursue certification such as CCP, CEBS, PHR, SPHR, etc. where available, or comparable measures of competencies and knowledge.

III. Ethical Leadership

HR professionals are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct. This means we should:

- A. Be ethical; act ethically in every professional interaction;
- B. Question pending individual and group actions when necessary to ensure that decisions are ethical and are implemented in an ethical manner;
- C. Seek expert guidance if ever in doubt about the ethical propriety of a situation; and
- D. Through teaching and mentoring, champion the development of others as ethical leaders in the profession and in organizations.

IV. Fairness and Justice

As human resource professionals, we are ethically responsible for promoting and fostering fairness and justice for all employees and their organizations. This means we should:

- A. Respect the uniqueness and intrinsic worth of every individual;
- B. Treat people with dignity, respect and compassion to foster a trusting work environment free of harassment, intimidation, and unlawful discrimination;
- C. Ensure that everyone has the opportunity to develop their skills and new competencies;
- D. Assure an environment of inclusiveness and a commitment to diversity in the organizations we serve;
- E. Develop, administer and advocate policies and procedures that foster fair, consistent and equitable treatment for all;

- F. Regardless of personal interests, support decisions made by our organizations that are both ethical and legal;
- G. Act in a responsible manner and practice sound management in the country(is) in which the organizations we serve operate;

V. Conflicts of Interest

As HR professionals, we must maintain a high level of trust with our stakeholders. We must protect the interests of our stakeholders as well as our professional integrity and should not engage in activities that create actual, apparent, or potential conflicts of interest. This means we should:

- A. Adhere to and advocate the use of published policies on conflicts of interest within your organization;
- B. Refrain from using your position for personal, material or financial gain or the appearance of such;
- C. Refrain from giving or seeking preferential treatment in the human resources processes; and
- D. Prioritize your obligations to identify conflicts of interest or the appearance thereof; when conflicts arise, disclose them to relevant stakeholders.

VI. Use of Information

HR professionals consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communications and facilitating informed decision-making. This means we should:

- A. Acquire and disseminate information through ethical and responsible means;
- B. Ensure only appropriate information is used in decisions affecting the employment relationship;
- C. Investigate the accuracy and source of information before allowing it to be used in employment related decisions;
- D. Maintain current and accurate HR information;
- E. Safeguard restricted or confidential information;
- F. Take appropriate steps to ensure the accuracy and completeness of all communicated information about HR policies and practices; and
- G. Take appropriate steps to ensure the accuracy and completeness of all communicated information used in HR-related training.

As the world's leading professional organization and official certifying body for H R Management profession, the HRMI requires adherence to this Code of Ethics as a condition of membership and certification.

DISCIPLINARY PROCESS AND PROCEDURES

The HR Management Institute Board's disciplinary procedures have been devised to ensure a fair and reasonable process for any professional holding one of the HR Management Institute's credentials against whom allegations of Code of Ethical and Personal Responsibility violations are brought.

1. Process Nature – These procedures are the only means to resolve all HR Management Institute ethical charges and complaints. The HR Management Institute has the exclusive authority to end any ethics inquiry or case regardless of circumstances. By applying for certification or recertification, HR professionals agree that they will not challenge the authority of the HR Management Institute to apply the Code of Ethical and Personal Responsibility, the Disciplinary Case Procedures or other policies, and will not challenge the results of any HR Management Institute action taken under these policies in a legal or government forum. These disciplinary procedures are not formal legal proceedings, thus many formal rules and practices of a court proceeding are not observed. The rules are intended to afford due process and fairness.

2. Investigation Request – Upon receipt of written complaint, the HR Certification Institute staff will review the allegation to determine if further investigation is warranted. No investigation will be made if the individual's certification has expired or the allegation occurred more than 24 months prior to the expiration unless the HR Management Institute determines there is just cause for the complaint to be reviewed.

3. Investigation – If staff determines to proceed with an investigation, the accused individual holding one of the HR Certification Institute's credentials will be given written notice of the investigation. That notice will contain the general nature of the allegations. That individual will be given 30 days within which to file a written

response. If no response is received within the allotted 30 days, the complaint will be presented to a Staff Review Panel based on the information submitted. The Staff Review Panel made up of senior staff is empowered by the Board of Governors to review the complaint and make a final decision. If the decision is that no action will be taken, then the accused and the party making the complaint will be notified of the panel's final decision.

4. Hearing Panel – If the Staff Review Panel determines that discipline is merited, a hearing will take place before a Hearing Panel. The accused is entitled to appear in person or be represented by counsel at the hearing. After final deliberation by the panel, the accused and the party making the complaint will be notified of the Hearing Panel's final decision.

The panel will be comprised of a minimum of three individuals. At least one member of every Hearing Panel will be a member of the HR Management Institute Board and at least two members of the panel will hold at least one of the HR Management Institute's credentials. The panel will be appointed by the HR Management Institute's Governance Committee using the same criteria it uses for selection of Board members. The Hearing Panel will submit its findings and recommendations for action to the full HR Management Institute's Board of Governors which, after considering all of the facts and recommendations will render a final decision.

5. Resolution – The accused and the accuser will receive written notification of the panel's decision.

FORMS OF DISCIPLINE

If grounds for discipline are deemed warranted, the HR Management Institute Board of Governors may impose any of the forms of discipline below:

- Private written censure
- Public letter of admonition
- Suspension of the right to use the HR Management Institute mark for a specified period of time
- Permanent revocation of the right to use the HR Management Institute mark

Discipline Grounds

- Any act or omission that violates the criminal laws of any state or country in which that individual resides or is employed.
- Any act that is the proper basis for suspension of a professional license.
- Any act or omission that violates the HR Management Institute's rules and procedures for obtaining or maintaining certification or is considered a material violation of this Code of Ethical and Personal Responsibility.
- Failure to respond to a request for information concerning an ethics violation allegation by the HR Management Institute's Board or the HR Management Institute's Hearing Panel without just cause.
- Obstruction of the HR Management Institute Hearing Panel's performance of its duties.
- Any false or misleading statement made to the HR Management Institute Board or the HR Management Institute Hearing Panel.

CONCLUSION:

Human resource management is a relatively new 'discipline' in management, but debates about appropriate ethical approaches to the management of people at work has a much longer history. This comments on the history of socio-political and economic ideologies, in order to provide a broad context relevant to current debates about ethics and HRM. Many theorists, from different backgrounds, have pondered the ethical basis of employment relations. The academic disciplines of industrial and organizational sociology, political theory, and IR shared a concern to analyse employment relationships, and these can be used to enrich the current stud-is of HRM. This widespread interest is not surprising because the types of employment relationships that develop in society are important, not only forth success of organizations and for the life experience of individual employ-

eyes, but for the wider political and social culture of society as a whole. Clearly, the nature of relationships between employees and employers canary greatly.

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International Journal of Research in Management & Social Science is a quarterly double blind reviewed research journal of Emyreal 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.

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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.

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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.

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