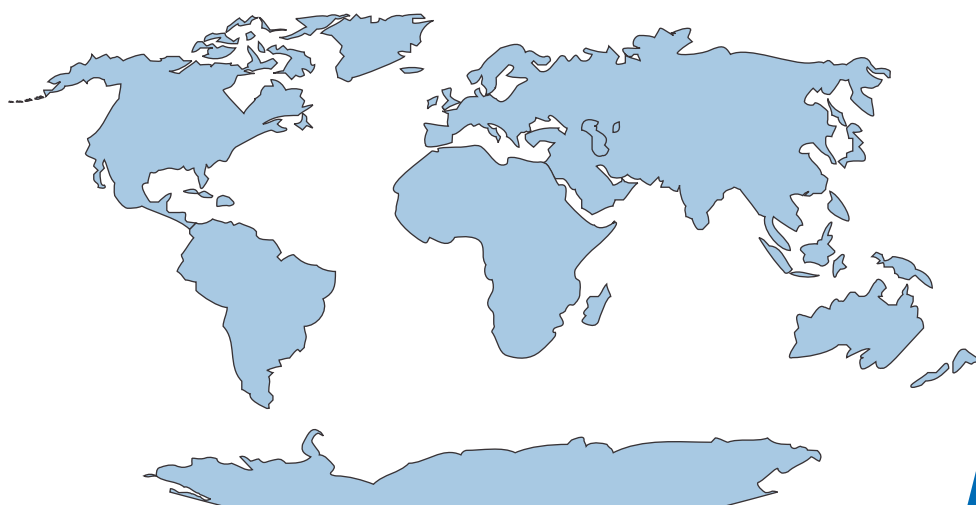


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Signature:

CONTENTS

Research Papers

- A CAUSAL MODEL OF PSYCHOLOGICAL VARIABLES ON STUDENTS ACADEMIC PERFORMANCE IN PHYSICS IN SENIOR SECONDARY SCHOOLS IN IMO STATE, NIGERIA** 1 – 7
- Amaeze, Fidelis Eze and Ekechukwu, Rosemary O
- BUILDING A STRONG TECHNICAL VOCATIONAL EDUCATION AND TRAINING (TVET) GRADUATES AS ENTREPRENEURS FOR SUSTAINABLE ECONOMY RECOVERY IN THE 21ST CENTURY, NIGERIA** 8 – 13
- Deebom, Mtormabari Tambari and Dr. Dokubo, Isaac Nwojiewho
- THE IMPACT OF ECONOMIC FACTORS IN THE PENSION SCHEME IN ALBANIA** 14 – 18
- Dr. Valbona Gjini
- TRANSFORMATION IN INDIAN BANKS- THE INDIAN EXPERIENCE** 19 – 27
- Dr. R. K. Uppal
- A STUDY OF INVESTMENT AWARENESS AMONG THE COLLEGE TEACHERS IN PUNE DISTRICT** 28 – 31
- Asmita V. Shirsat
- PERFORMANCE INDICATORS OF MUTUAL FUNDS - AN APPRAISAL** 32 – 40
- Parag Shil and Mili Kar
- GROWTH AND TREND ANALYSIS OF WHEAT ECONOMY OF INDIA** 41 – 44
- Manesh Choubey and Keshar Sharma
- PSYCHOLOGICAL CONTRACT & ITS IMPLICATIONS ON FACULTY RETENTION IN UTTARAKHAND HIGHER EDUCATION SECTOR** 45 – 57
- Shilpi Mittal and Rupa Khanna Malhotra
- CUSTOMER SATISFACTION ON BANCASSURANCE – A VIS A VIS ANALYSIS** 58 – 63
- Sreedevi E. S. and Dr. B. Johnson
- MORBIDITY AND HEALTH SEEKING BEHAVIOUR IN A TRIBAL POPULATION OF ODISHA** 64 – 70
- Dr. Ratnawali and Meenati Sahu
- A FORMAL ANALYSIS OF ADDRESS TERMS IN BURUSHASKI SPEAKERS OF KASHMIR VALLEY** 71 – 75
- Dr. Sanna Usman
- A STUDY OF SUPPORTING INGREDIENTS FOR DESIGN OF COMPETITIVE MARKETING STRATEGIES FOR INDUSTRIES IN INDIA** 76 – 80
- Dr. Dhananjay Awasarika
- BEHAVIOUR OF RETAIL INVESTORS –AN EMPIRICAL STUDY** 81 – 85
- Dr. P. K. Abdussalam

MOTIVATION PRACTICES OF THE PROFESSIONAL MANAGERS

86 – 91

Dr. Ravindra Deshmukh

WORKPLACE INCIVILITY: POISON TO PERFORMANCE

92 – 97

Dr. Anil Sardana and Shruti Gulati

A CAUSAL MODEL OF PSYCHOLOGICAL VARIABLES ON STUDENTS ACADEMIC PERFORMANCE IN PHYSICS IN SENIOR SECONDARY SCHOOLS IN IMO STATE, NIGERIA

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ABSTRACT

The study investigated the causal model of Psychological variables on Physics academic performance of senior secondary school students in Imo State, Nigeria. Two research questions and one null hypothesis guided the study. The study adopted a correlation research design. The population comprised all the 10,312 SSII Physics students in the 312 public senior secondary schools in Imo State. The sample size is 1019 SSII Physics students. The multistage sampling approach comprising proportionate stratified and purposive sampling techniques were used to arrive at the sample. Two self designed instruments titled “Psychological Variables Scale (PVS) and a teacher made Physics test “Physics Achievement Test” (PAT) were used for data collection. Construct validity of PVS was done with the help of standardized instruments, face and content validities were also established for PVS. Content validity of PAT was done using table of specification. The Cronbach alpha was used to establish general reliability coefficient of PVS at 0.95. While Kuder-Richardson21 was used to establish reliability coefficient of PAT at 0.71. Linear regression, proportion/percentage were used to answer the research questions, and z-test for a single proportion was used to test the null hypotheses. A causal equation model for students’ academic performance in Physics in secondary schools in Imo State was developed. It was recommended among others that since the new model presents itself as an effective model for academic performance in Physics achievement in senior secondary schools in Imo State, therefore, the guidance and counselors, administrators, physics teachers and students should strictly adhere to it as it will yield effective academic performance in physics in senior secondary schools in Imo State.

Keywords: Causal model, Psychological variables, Academic Performance and Physics

INTRODUCTION

A causal model is a structural equation representation that contains how independent variables interact in order to affect order variable which is dependent on them. A causal model is a graphical representation of the causal contribution that exists between variables of a study. In the causal model, there exist three variables, exogenous, endogenous and residual variables. The exogenous variables have their values determined by factors outside the structural model, residual variables are the error values that could contribute to causation but are not accounted for in the equation while the endogenous variables are those whose causation factors are taken into consideration in the explanation of the graphical output of structural equation model. Encyclopedia (2016) saw a causal model as an abstract quantitative representation of real-world dynamics. Hence, a causal model attempts to describe the causal and other relationships, among a set of variables. The dictionary went further to report that a causal model are based on structural equation of the form $z = b_1x + b_2y$, and are analysed using regression technique. The b_1 and b_2 in the equation represents the beta coefficients, the x and y represent the various construct of investigation, while the z stands as the total effect of the direct and indirect causations of the constructs. Encyclopedia (2016) conclusively opined that the simplest way to understand the principle of causal models is to think of them as hypotheses about the presence, sign, and direction of influence for the relations of all pairs of variables in a set.

STATEMENT OF PROBLEM

Despite the diverse recommendations and findings of scholars on how to develop students’ academic performance in Physics, reports from external examination bodies like WEAC and NECO have shown that students have not performed beyond the average acceptable level in their Physics results over the years. This is so even when there is frantic effort by psychometricians in developing standardized instruments that can measure students’ performance in physics, consistent employment of teachers with education background, qualified and well experienced guidance and counselors in the schools. Empirical reviews have shown that psychological variables have influence on students’ academic performance. It therefore appears that the performance of students in an examination is to a greater extent the function of psychological state of the students. The poor performance of the students has over the years been attributed to the students, teachers and the state of educational facilities. The researcher is bordered on the failure rates of physics students in Imo State. Hence the researcher wants to establish a causal model of psychological variables that can enhance students’ academic performance in Physics in Imo State, Nigeria.

AIM AND OBJECTIVES

The aim of this study is to develop a causal model of psychological variables on Physics achievement of secondary schools in Imo State, Nigeria. Specifically put, the study sought to:

1. Determine the meaningful parsimonious or desired causal model between psychological variables (motivation, attitude, self-concept, and emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) and students' performance in Physics in secondary schools in Imo State.
2. Establish the proportions of total effect, direct and indirect effects of psychological variables (motivation, attitude, self-concept, and emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) on students' performance in Physics in secondary schools in Imo State.

RESEARCH QUESTIONS

The following research questions guided the study

1. What is the meaningful parsimonious causal model between psychological variables (motivation, attitude, self-concept, and emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) and students' performance in Physics in secondary schools in Imo State?
2. What are the proportions of total effect, direct and indirect effects of psychological variables (motivation, attitude, self-concept, and emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) on students' performance in Physics in secondary schools in Imo State?

HYPOTHESIS

The following hypotheses were test at 0.05 alpha level of significance.

1. There are no significant proportions of total direct and indirect effects of psychological variables (motivation, attitude, self-concept, and emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) on students' performance in Physics in secondary schools in Imo State.

METHODOLOGY

The study adopted a correlation research design. The population of the study comprised all the 10,312 SSII Physics students in 312 Public senior secondary schools in Imo State. There are 6 senatorial zones of education and 27 Local Government Areas in Imo state. Owerri zone I has 79 schools, Owerri zone II has 54 schools, Okigwe I has 34 schools, Okigwe II has 40 schools, Orlu I has 68 schools and Orlu II has 37 schools respectively. Schools in each local government area are provided in appendix III. (Source: Secondary Education Management Board Zonal Office, Owerri Zone 1: Planning, Research and Statistics, 2014/2015). The sample size of the study consisted of 1019 physics students in Imo State, Nigeria. A multistage sampling approach involving proportionate stratified random sampling technique using 10% of the population and purposive sampling technique were used to arrive at the sample size. The Taro Yamen was used to get the minimum sample size of 400 SSII Physics students. The sampling was done from 6 educational zones, Local Government Areas, schools and students respectively. The stratified random sampling technique using 10% of the 312 schools in the six (6) educational zones of Imo State shows that eight (8) schools were drawn out of 79 schools in Owerri I zone, five (5) schools from 54 schools in Owerri II zone, three (3) schools in 34 schools in Okigwe I, four (4) schools from 40 schools in Okigwe II, nine (9) schools from 68 schools in Orlu I, and four (4) schools from 37 schools in Orlu II respectively. Purposive sampling technique was employed to draw all the 338 students in the 8 schools from Owerri I, all the 155 students in the 5 schools from Owerri II, all the 107 students in the 3 schools from Okigwe I, all the 68 students from the 9 schools in Orlu I, and all the 121 students from the 4 schools drawn from Orlu II respectively. This gave a sample size of 1019 students from the 31 schools in the six educational zones in Imo State, Nigeria. Two instruments were used for data collection. A self structured questionnaire titled "Psychological Variables Questionnaire" (PVQ) and a physics teacher made test titled "Physics Achievement Test" (PAT) were data collection. The PVQ is structured after the modified Likert four points rating scales of Strongly Agree (4), Agree (3), Disagree (D) and Strongly Disagree (SD) respectively. The PVQ has two sections of A and B. section A consists of the demographic information of the respondents while section B consists of 110 items. The PAT has two parts, the general information or instruction for the respondents and the 50 teacher made questions based on table of specification. The construct validity of PVS was established with the help of standardized instruments. The PVS was correlated using Pearson Product Moment Correlation with the standardized instruments. The various correlation coefficients of the self designed instruments with the standardized instruments gave Self concept 0.66, Motivation 0.84, Impulsivity 0.69, Emotional Intelligence 0.73, Attitude 0.88, Study Habit 0.75, Interest 0.84, Self-Efficacy 0.73, Stress 0.79, Locus of Control 0.67 and Readiness 0.61 respectively. The face and content validities of the Psychology Variables Questionnaire (PVS) were ensured by the researchers and two experts in the area of

education psychology guidance and counseling measurement and evaluation in the University of Port Harcourt. While the face and content validities of Physics Achievement Test were ensured by the researcher's supervisor, physics teachers and with the use of table of specification in order to ensure adequate scheme coverage.

Table1: Table of Specification for Physics

No. of Weeks	Course Contents	Knowledge 15	Comprehension 20	Application 30	Analysis 20	Evaluation 15	Total
6	Motion	2	3	4	3	2	14
2	Scalar & Vector	1	1	1	1	1	5
5	Mechanical Energy	2	2	3	2	2	11
2	Pressure & Gas	1	1	1	1	1	5
4	Waves	2	1	3	1	2	9
5	Light & Lenses	2	2	3	2	2	11
2	Sound	1	1	1	1	1	5
26		11	11	16	11	11	60

The reliability coefficient of the instruments was estimated using the cronbach alpha reliability estimate. The cronbach alpha reliability estimate is suitable because the instrument Psychological Variable Scale is not dichotomously score. The instrument has subsections and is one time administered to 30 Physics students that are part of the population but were not sampled for the study. The cronbach alpha is also used to measure internal consistency of the instrument. The general reliability coefficient of the instrument Psychological Variable Scale (PVS) was given at 0.95 and the various subscale of Self concept 0.74, Motivation 0.93, Impulsivity 0.89, Emotional Intelligence 0.89, Attitude 0.63, Study Habit 0.85, Interest 0.56, Self-Efficacy 0.79, Stress 0.71, Locus of Control 0.57 and Readiness 0.58 respectively. The Kuder-Richardson21 was used to establish reliability coefficient of PAT at 0.72. Linear regression and proportion/percentage were used to test the independent contribution and proportion of psychological variables in research question one and two while the null hypothesis was answered with the help of z-test for a single proportion at 0.05 alpha level of significance.

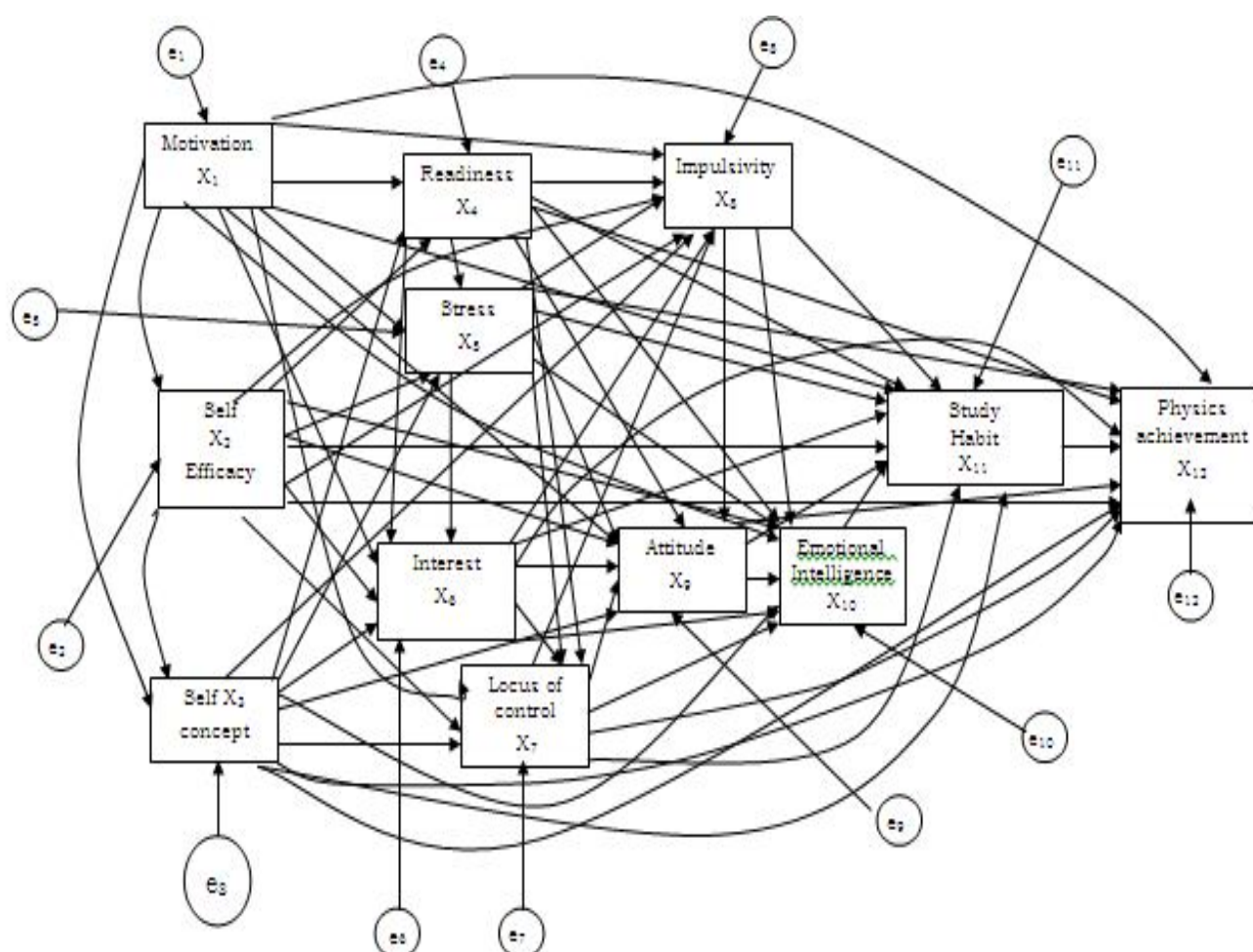


Fig. 1: Hypothetical Causal model for variables X_1 to X_{12}

$$X_1 = e_1$$

$$X_2 = P_{21}X_1 + e_2$$

$$X_3 = P_{32}X_2 + P_{31}X_1 + e_3$$

$$X_4 = P_{43}X_3 + P_{42}X_2 + P_{41}X_1 + e_4$$

$$X_5 = P_{54}X_4 + P_{53}X_3 + P_{52}X_2 + P_{51}X_1 + e_5$$

$$X_6 = P_{65}X_5 + P_{64}X_4 + P_{63}X_3 + P_{62}X_2 + P_{61}X_1 + e_6$$

$$X_7 = P_{76}X_6 + P_{75}X_5 + P_{74}X_4 + P_{73}X_3 + P_{72}X_2 + P_{71}X_1 + e_7$$

$$X_8 = P_{87}X_7 + P_{86}X_6 + P_{85}X_5 + P_{83}X_3 + P_{82}X_2 + P_{81}X_1 + e_8$$

$$X_9 = P_{98}X_8 + P_{97}X_7 + P_{96}X_6 + P_{95}X_5 + P_{94}X_4 + P_{93}X_3 + P_{92}X_2 + P_{91}X_1 + e_9$$

$$X_{10} = P_{109}X_9 + P_{108}X_8 + P_{107}X_7 + P_{106}X_6 + P_{105}X_5 + P_{104}X_4 + P_{103}X_3 + P_{102}X_2 + P_{101}X_1 + e_{10}$$

$$X_{11} = P_{1110}X_{10} + P_{119}X_9 + P_{118}X_8 + P_{117}X_7 + P_{116}X_6 + P_{115}X_5 + P_{114}X_4 + P_{113}X_3 + P_{112}X_2 + P_{111}X_1 + e_{11}$$

$$X_{12} = P_{1211}X_{11} + P_{1210}X_{10} + P_{1209}X_9 + P_{1208}X_8 + P_{1207}X_7 + P_{1206}X_6 + P_{1205}X_5 + P_{1204}X_4 + P_{1203}X_3 + P_{1202}X_2 + P_{1201}X_1 + e_{12}$$

Figure 2: Structural Equation for the Hypothesized Model

It was hypothesized that all the Psychological variables considered in this study have both direct and indirect effect on Physics academic achievement. A hypothetical model can be developed based on empirical findings, literature, experience, or theory. This is supported Udoh (2003:45) when he opined that one can develop a path model based on theory or experience.

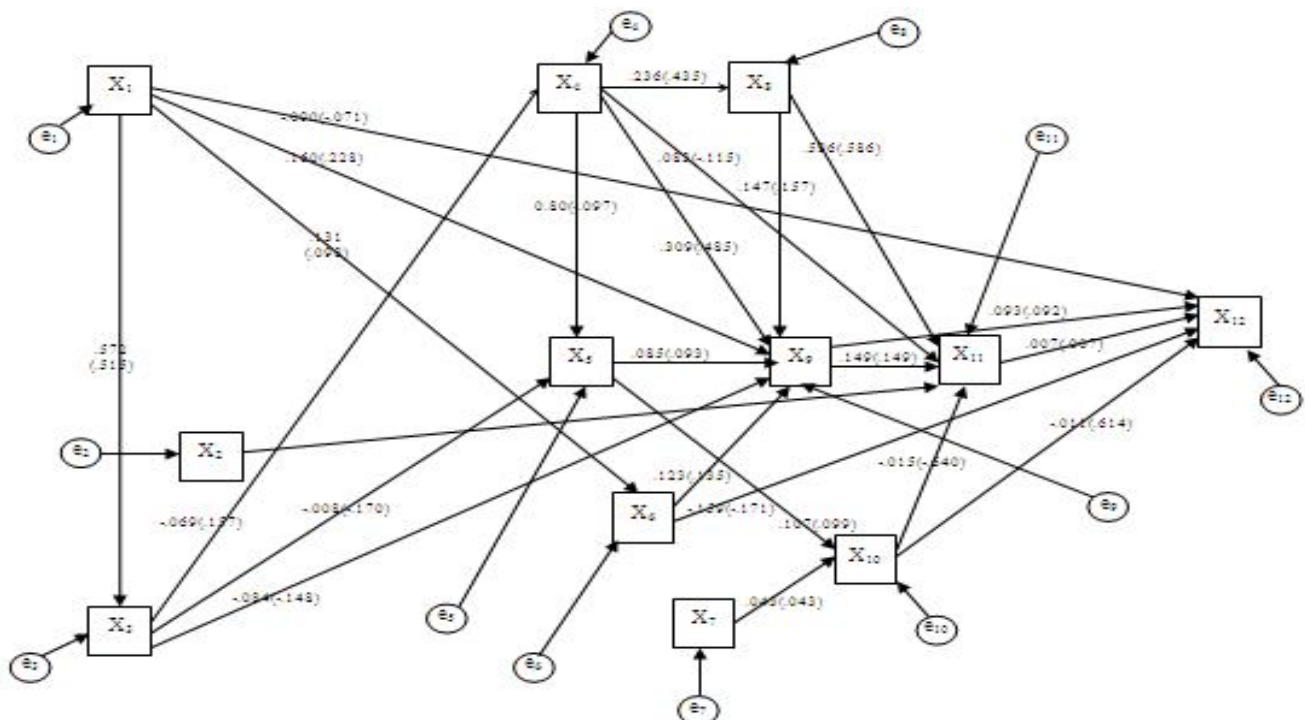


Figure 3: A new meaningful parsimonious causal model of eleven psychological variables on students Physics

LEGEND

- X₁- Motivation
- X₂- Self Efficacy
- X₃- Self Concept
- X₄- Readiness
- X₅- Stress, X₆- Interest
- X₇- Locus of Control
- X₈- Impulsivity
- X₉- Attitude
- X₁₀- Emotional Intelligence
- X₁₁- Study Habit
- X₁₂- Physics Score

Figure 3 shows meaningful parsimonious paths of the various direct and indirect effects of eleven psychological variables on students' academic performance in Physics in secondary schools in Imo State, Nigeria. It is revealed that motivation has direct effect to students' academic performance in physics and also has indirect effects through self concept, interest, and attitude. Self efficacy does not have direct effect on students' performance in physics in Imo State, but has indirect effect through study habit to academic performance in physics. Self concept has only indirect effects through readiness, stress and attitude to performance in Physics. Readiness has no direct effect but has indirect effects through, stress, impulsivity attitude and study habit. Stress has only indirect effects through attitude and emotional intelligence. Interest has direct effect to students' academic performance and indirect effect through attitude to Physics academic performance in Imo, State. Locus of control has only indirect effect to Physics academic in Imo State through emotional intelligence. Impulsivity has only indirect effects through attitude and study habit to students' academic performance in Physics in secondary schools in Imo State. Attitude has direct effect on students' academic performance in Physics and indirect effect on Physics performance of students. emotional intelligence has direct effect on students academic performance in Physics and indirect effect through study habit to physics academic performance. Finally, study habit has only direct effect on Physics academic performance of secondary schools in Imo State, Nigeria. In the figure 3, the values that are outside the brackets are the correlations between variables while the values inside the bracket are the beta weight values showing the significant paths of one variable to the other.

$$X_1 = e_1$$

$$X_2 = e_2$$

$$X_7 = e_7$$

$$X_6 = P_6X_1 + e_6$$

$$X_8 = P_8X_4 + e_8$$

$$X_3 = P_3X_1 + e_3$$

$$X_4 = P_4X_3 + e_4$$

$$X_5 = P_5X_4 + P_5X_3 + e_5$$

$$X_{10} = P_{10}X_7 + P_{10}X_5 + e_{10}$$

$$X_9 = P_9X_8 + P_9X_6 + P_9X_5 + P_9X_4 + P_9X_1 + e_9$$

$$X_{11} = P_{11}X_{10} + P_{11}X_9 + P_{11}X_8 + P_{11}X_4 + P_{11}X_2 + e_{11}$$

$$X_{12} = P_{12}X_{11} + P_{12}X_{10} + P_{12}X_9 + P_{12}X_6 + P_{12}X_1 + e_{12}$$

Fig. 4: A New Structural Equations for the Meaningful Parsimonious Causal Model

Fig 4 shows that X_1 , X_2 & X_7 has no influence by any variable of the study apart from the residue variable that is not considered in the study. Variable X_3 , X_4 , X_6 & X_8 are acted upon by one variable each apart from the residue variable that also acted. Variable X_5 is acted upon by two variables and residue variable. Variable X_9 , X_{11} & X_{12} are acted upon by five other variables and by different residue variables not considered in the study.

RESEARCH QUESTION TWO

What is the proportion of total mode of direct and indirect effects of psychological variables (motivation, attitude, self concept, emotional intelligence, stress, readiness, locus of control, self efficacy, study habit, impulsivity and interest) on students' academic performance in Physics in secondary schools in Imo State, Nigeria?

HYPOTHESIS ONE

There is no significant proportion of total model of direct and indirect effects of psychological variables (motivation, attitude, self-concept, emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) on students' performance in Physics in secondary schools in Imo State, Nigeria.

Table 2: z-ratio and Proportion of total mode of direct and indirect effects of psychological variables on students' academic performance in Physics in secondary Schools in Imo State, Nigeria

s/n	Variables	Total effects	Proportion of Total effects	Direct Effects (D.E)	Proportion of Direct effects	Indirect Effects (I.D)	Proportion of Indirect effects (I.E)	z ratio	Crit. Z
1	Motivation	.770	.343 (34.3%)	-0.071	-0.032 (3.2%)	0.841	0.375 (37.5%)	29	1.96
2	Self efficacy	-.240	-.109 (-10.9%)	-		-0.240	-0.107 (-10.7%)		
3	Self concept	-.161	-.072 (-7.2%)	-		-0.161	-0.072 (-7.2%)		
4	Readiness	.708	.316 (31.6%)	-		0.708	0.316 (31.6%)		
5	Stress	.192	.086 (8.6%)	-		0.192	0.086 (8.6%)		
6	Interest	-.036	-.016 (-1.6%)	-0.171	-0.076 (-7.6%)	0.135	0.060 (6%)		
7	Locus of control	.043	.019 (1.9%)	-	-	0.043	0.019 (1.9%)		
8	Impulsivity	.743	.334 (33.4%)	-	-	0.743	0.331 (33.1%)		
9	Attitude	.242	.108 (10.8%)	0.093	0.041 (4.1%)	0.149	0.066 (6.6%)		
10	Emotional intelligence	-.026	-.012 (-1.2%)	0.614	0.274 (27.4%)	-0.640	-0.285 (28.5%)		
11	Study habit	.007	.003 (0.3%)	0.007	0.003 (0.3%)	-	-		
Total		2.242	1.00(100%)	1.423	0.21(21%)	1.986	0.79(79%)		

The results of multiple correlations and different regressions were used to arrive at the total, direct and indirect effects of the eleven psychological variables on students' academic performance in Physics in secondary school in Imo State, Nigeria. The coefficient of correlation represents the total effect of each of the psychological variables, while the direct or indirect effect is the value of the standardized regression weight (β - weight) between the predictor variables (psychological variables) and the dependent variable (Physics scores). The difference between the total effect and the direct effect gives the indirect effect. The proportion of the total direct effect to the indirect effect is given as 0.21(21%):0.79(79%). That is to say that, the proportion of direct effect is less than that of indirect effect; hence the indirect effect of psychological variables influences academic performance of students in Physics in secondary schools in Imo State, Nigeria more than the direct effect. From the significant pathways, 5 paths are direct while 19 paths are indirect to academic achievement in Physics. Table 2 shows that the z ratio value of 29 is greater than the critical z table value of 1.96, therefore, the null hypothesis is rejected. By implication, there is a significant proportion of total model of direct and indirect effects of psychological variables (motivation, attitude, self-concept, emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) on students' performance in Physics in secondary schools in Imo State, Nigeria.

SUMMARY OF FINDINGS

- 1) Based on the standard, that β - weight value with significant value is less than the probability value of .05, the recursive model resulted in a meaningful recursive parsimonious model of twenty-four (24) paths instead of the initial sixty-four (64) paths.
- 2) The proportion of the total indirect effect of psychological variables is greater than the total direct effect of psychological variables on physics academic performance in the ratio of (0.79)79.9%:21% (0.21) respectively. There is a significant proportion of total model of direct and indirect effects of psychological variables (motivation, attitude, self-concept, emotional intelligence, stress, readiness, locus of control, self-efficacy, study habit, impulsivity and interest) on students' performance in Physics in secondary schools in Imo State, Nigeria.

DISCUSSION OF FINDINGS

Causal Effects of Eleven Psychological Variables on Students' Academic Performance on Physics

Figure 3 shows meaningful parsimonious paths of the various direct and indirect effects of eleven psychological variables on students' academic performance in Physics in secondary schools in Imo State, Nigeria. It is revealed that motivation has direct effect to students' academic performance in physics and also has indirect effects through self concept, interest, and attitude to physics achievement. Self efficacy does not have direct effect on students' performance in physics in Imo State, but has indirect effect through study habit to academic performance in physics. Self concept has only indirect effects through readiness, stress and attitude to performance in Physics. Readiness has no direct effect but has indirect effects through, stress, impulsivity, attitude and study habit. Stress has only indirect effects through attitude and emotional intelligence. Interest has direct effect to students' academic performance and indirect effect through attitude to Physics academic performance in Imo, State. Locus of control has only indirect effect to Physics academic in Imo State through emotional intelligence. Impulsivity has only indirect effects through attitude and study habit to students' academic performance in Physics in secondary schools in Imo State. Attitude has direct effect on students' academic performance in Physics and indirect effect on Physics performance of students. Emotional intelligence has direct effect on students' academic performance in Physics and indirect effect through study habit to physics academic performance. Finally, study habit has only direct effect on Physics academic performance of secondary schools in Imo State, Nigeria. This goes a long way to depict the fact that if the students are not cognitively, affectively and psychosocially ready for a task, they are likely to do very poorly. It seems to be very clear that some of our school environments do not support and promote effective teaching and learning therefore dissuading the minds of the students. All these psychological variables that are significant have been proven by authors to have significant relationship with academic performance. Though the relationship may direct or indirect to students academic performance. The finding of this study is supported by Wogu (2014) when he found out that students' readiness, motivation, attitude and interest can enhance students' academic performance in secondary schools in Rivers State. On the same hand, Jaja (2016) reported that so many factors are responsible for students' academic performance, but these factors have not being properly taken care of in the school systems. These factors ranged from psychological and social factors. They have the ability to make a student do well or not in the school depending on the disposition of the student.

CONCLUSION

It was also concluded that out of the 24 meaningful significant path ways, five pathways have direct effect and 19 pathways have indirect effect to students' academic performance in Physics in secondary schools in Imo State. This shows that 79% of these variables have indirect influence due to interaction among the independent variables while 21% of the variables have direct influence on the students' academic achievement in Physics due to interaction with the dependent variable.

RECOMMENDATIONS

- 1) The school administrators should solicit for the employment of more guidance/counselors that will reduce the ratio of students to guidance counselors for effective counseling services on the role of the state of the mind in Physics academic achievement.
- 2) Since the indirect effect of psychological variables contributes to academic performance in physics than the direct effects, it is therefore recommended that more attention should be paid to the indirect significant pathways than the significant pathways of psychological variables.

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BUILDING A STRONG TECHNICAL VOCATIONAL EDUCATION AND TRAINING (TVET) GRADUATES AS ENTREPRENEURS FOR SUSTAINABLE ECONOMY RECOVERY IN THE 21ST CENTURY, NIGERIA

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ABSTRACT

Education is generally is designed to impart knowledge, develop skills and abilities that could lead to the development of mental alertness and the right attitude to life. In Nigeria today, unemployment, poverty, hunger is on the high increase despite knowledge acquired through education. The transformation from theory to value oriented form of education appears to be only viable with Technical Vocational Education and Training (TVET), the education whose aims and objectives hinged on knowledge, acquisition of skills, value and product for economy recovery and sustainability in a recessed nation, Nigeria. In this context, TVET has been identified and recognized as the tool to revive the nation from recession in this 21st century. This paper explores and examines how TVET can be used for economy sustainability and recovery through its graduates with highlights on strategies for economy recovery through TVET graduates.

Keywords: TVET, Graduates, Entrepreneurs, Sustainable Economy, Recovery, 21st Century

INTRODUCTION

Education is a process of training designed to give knowledge, develop skills and abilities that could lead to the development of mental alertness and the right attitude to life. This implies that if education is adequately inculcated in human-kind, individuals would meaningfully help themselves and positively contribute to the growth and welfare of their immediate community (Okoye & Okwelle, 2013). The Nigerian educational system with its emphasis on traditional job-based workplace is failing her graduates' entry into the rapidly changing 21st century world-of-work. This is apparent as education today in Nigeria is tailored and pattern after certification for white collar jobs, hence leaving graduates in search of jobs. This situation is characterized by high graduates unemployment. The unemployment rate in Nigeria has risen over the years. In essence, education still remains the single factor that guarantees both individual growth and national development. Thus, if an individual acquires skills and the right attitude, and realistically apply the skills and right attitude for the benefit of the society, the economy of the society will be increased. Argumentatively, the transformation from theory to value oriented form of education appears to be only viable with TVET, the education whose aims and objectives hinged on knowledge, acquisition of skills, value and product for economy recovery and sustainability in a recessed nation, Nigeria.

Technical and vocational education and training (TVET) has been an integral part of national development strategies in many societies because of its impact on productivity and economic development. It is a type of education that offers skills and opportunities for individuals to be self-reliant and contribute meaningfully to the economic sustainability of that nation. Through this, TVET graduates are capable of reviving and sustained any economy even in a recessed situation as it is in Nigeria today. This is achievable only when its graduates are qualitatively and quantitatively trained with the right facilities, complete content of the curriculum and in line with societal demands/expectations; industrial based standards which will ultimately made them entrepreneurs and job creators. With these skills and standard of training acquired, it is very sure that the national economy can be sustained and recovered. TVET skills such as welding and fabrication, electrical installation, piping and fitting, metal works etc are embodiments of TVET and as such, capable to recovered and sustained the economy. Despite its contributions, Nigerians have not given this aspect of education the attention it deserves and that is one of the reasons for the nation's under development. This is proved in the quality of the graduates as many of them roam the street searching for jobs instead of creating jobs as design in the training. TVET as a programme has suffered some set back in terms of quality of the training due to inhibiting factors. These have makes its graduates half-baked and unable to create jobs and become entrepreneurs as originally designed in the curriculum. Based on these observations, the researchers were now of the opinion that building a strong TVET programmes will be able to revive and sustained the economy through its graduates knowledge and skills. In achieving this, this paper therefore intends to examine the following;

- ✓ The concept of TVET.
- ✓ The aims/objectives of TVET.
- ✓ Who is a TVET entrepreneur?

- ✓ The role of TVET graduates as entrepreneurs in sustaining economy recovery.
- ✓ The meaning of sustainable economy recovery.
- ✓ Factors inhibiting TVET entrepreneurs in sustainable economy recovery and
- ✓ Strategies of sustaining recovered economy through TVET graduates.

1. THE CONCEPT OF TVET

According to Dokubo (2017), Technical and vocational education and training (TVET) also refers to education and training that prepares people for gainful employment and makes them more productive in various economic fields. It is apparent that TVET plays an important role for social and economic development and sustainability of citizens. It is also capable of recovering a recessed economy. In other words, TVET according to Okwelle (2013) refers to deliberate interventions to bring about learning which would make people more productive (or simply adequately productive) in designated areas of economic activity (e.g. economic sectors, occupations, specific work tasks). TVET has the potential to enhance human capabilities and enlarge peoples' choices. Technical education is the training of technically oriented personnel who are to be the initiators, facilitators and implementers of technological development of a nation by adequately training its citizenry on the need to be technologically literate, leading to self-reliance and sustainability. Technical education more than any other profession, has more direct impact on national welfare. Its contributions are widespread and visible ranging from metalwork technology, mechanical/automobile technology, electrical and electronic technology, building and woodwork technology etc. Consequently, it also serves as change agents not only for technical systems but also for many other societal changes. The practical nature of this programme makes it unique in content and approach, thereby requiring special care and attention. It is unique as it encompasses the three domain of learning (3H's) – Cognitive (Head), Affective (Heart) and Psychomotor (Hand). In fact, it is different from the 3R's of Reading, Writing and Arithmetic.

2. THE AIMS/OBJECTIVES OF TVET

The objectives of TVET clearly show that it is concerned with the development and survival of both the individual and society at large. In fact, it is a tool through which social, economic and political development could be achieved. If it is properly planned, funded and implemented. The objectives of TVET as spelt out by Osuala (2010) are:

- ✓ To provide meaningful education for youth which could make them self-reliance and subsequently encourage them to drive profit and be self independent.
- ✓ To provide graduate with the training and support necessary to help them establish a career in a any skill-based chosen profession.
- ✓ To provide graduates with training skills that will make them meet the manpower needs of the society.
- ✓ To stimulate industrial and economic growth of rural and less developed area.
- ✓ To provide graduate enough training that will make them creative and innovative in identifying and developed new skills.

From the view point of the researchers, other aims/objectives of TVET include:

- ✓ To conserve and developed natural resources available into useable commodities.
- ✓ To increase wage earning power through utilization of skills acquired.
- ✓ To reduce the number of unemployed applicants.
- ✓ To raise standard of living and
- ✓ To permit school-industry relationship.

From the above objectives, it is evident that this type of education if it is given all it deserves and properly implemented will produce quality graduates that will be entrepreneurs to foster job creation and reduce or eliminate poverty in Nigeria, hence recovered and sustained the economy globally. This could be realized when the graduates are self-reliant by establishing their own business small/medium scale enterprises. If job creation are enhance, employment opportunities will increase and individuals can be viable contribute significantly to the development of the national economy. This will also enhance economy viability, sustainability and recovery.

3. WHO IS AN ENTREPRENEUR?

An entrepreneur is one who is highly creative and who imagines new solutions by generating the opportunities for profit (Osorochi, 2013). Entrepreneurs innovate, introduce new technologies, increases efficiency,

productivity or generate new products or services. A broader definition by Say (as cited in Agu, Anidiobu & Ezinwa, 2016) states that the entrepreneur shifts economic resources out of lower and into higher productivity and greater yield. If TVET is a programme embedded with knowledge and skill acquisition for self-reliance by an individual, it means that these skills must be managed to produce the desired result of empowerment and employment. This individual (TVET graduate) is referred to as an entrepreneur who now employed the managerial functions of – planning, organizing, directing, staffing/supervising, coordinating/controlling, reporting and budgeting (PODSCoRB). In this paper, the researchers see an entrepreneur as a TVET graduate who is knowledgeable in acquisition of practical skills and applies the managerial functions of PODSCoRB to achieve the goals/objectives of TVET for economy viability, sustainability and recovery. Entrepreneurs emerge from the population on demand, and become leaders because they perceive opportunities available and are well-positioned to take advantage of it.

4. THE ROLE OF TVET GRADUATES AS ENTREPRENEURS IN SUSTAINABLE ECONOMY RECOVERY

There is an urgent awareness among policy makers in many African countries and the international donor community of the critical role that Technical and Vocational Educational and Training (TVET) graduates can play in national development. According to African Union (as cited in Ninette, Bernard, Benedict, Elizabeth & Francis, 2014) stressed that the increasing importance that African governments now attach to TVET is reflected in the various Poverty Reduction Strategy Papers that governments have developed in collaboration with the World Bank. One of the most important features of TVET is its orientation towards the world of work and the emphasis of the curriculum on the acquisition of employable skills. TVET delivery systems are therefore well placed to train the skilled and entrepreneurial workforce that Africa needs to create wealth and emerge out of poverty (AU, 2012). It is no longer a gainsaying that developed countries of the world today such as Japan, Korea, Germany, Singapore, China, India etc have attained a tremendous height through huge investment in TVET. These positive impacts on national economy attest to the fact that TVET can have the capacity for sustainable economy recovery if its graduates are formidably built with the right skills as entrepreneurs.

Another important characteristic of TVET as a tool for economy sustainability and recovery is that it can be delivered at different levels. This means that TVET institutions can respond to the different training needs of learners from different socio-economic and academic backgrounds, and prepare them for gainful employment and sustainable livelihoods. Uwaifo (2010) described TVET as that training of technically oriented personnel who are to be the initiators, facilitators and implementers of technological development of a nation by building adequately training its citizenry and the need to be technologically literate, leading to self-reliance and sustainability. This implies that TVET has the potential to enhance human capabilities and enlarge peoples' choices. These characteristics of TVET are fulfillment of the *Chinese proverb which says: 'Give a man a fish and he will eat for a day. Teach him how to fish and he will eat for a lifetime.* The youth, the poor and the vulnerable of society can therefore benefit from TVET. TVET plays a very important role in the economic growth and development of countries and well-trained and motivated workforce maximizes output to expedite socio-economic development. The AU recognizes the importance of TVET as a means of empowering individuals to take control of their lives and therefore recommends its integration into the general education system.

5. THE CONCEPT OF SUSTAINABLE ECONOMY RECOVERY

Education in whatever form is aimed at modeling a child or the individual into a better person relevant to the immediate environment. Sustainable development cannot be achieved without education. Development is a process where an economy undergoes social and economic transformation leading to a rise in the standard of living, access to basic amenities for all through knowledge. It is in recognition of the above concept of development that technical and vocational education and training for poverty alleviation should be given utmost priority by government, having in mind the future consequence and task ahead for sustainable development. Sustainable economy recovery is a function of individual contribution towards the national economy. This means that the economic sustainability and recovery of a nation depends on how viable and competent its citizen is in terms of practical acquisition of knowledge, skills, values and attitudes. All these are elements of TVET programmes acquired by its graduates. At this point, the researchers define sustainable economy recovery as the act and process of building a lifelong economy base on knowledge and skills that will be revitalized and contribute to national development when utilized today, tomorrow and the future without a decline in value and quality. The future prospect and success of the TVET should be targeted towards building a sustainable economic recovery without decay.

6. FACTORS INHIBITING TVET ENTREPRENEURS IN SUSTAINABLE ECONOMY RECOVERY

Technical and vocational education cannot contribute immensely to reduction of abject poverty, hunger and unemployment and sustainable economy recovery in Nigeria because it is faced by some inhibitors elements. According to Oranuas (cited in Okoye & Arimonu, 2016), TVET is handicapped with the following factors which include:

✓ **Inadequate Funding of Technical and Vocational Education:** Generally, TVET has demonstrated and shown a remarkable wave in Nigeria economy as its products are utilizing skills to the development of the economy on a global basis. Inadequate funding of TVET has caused the turning out of half-baked graduates, because there is no fund to build and maintain workshops, laboratories or even purchase modern equipments. Also, inexperienced and unqualified technical teachers are employed thereby lowering academic standard, resulting to wastage in the achievement of technical education goals (Agbionu, 2003). According to Oryem-Origa (2005), it was indicated that only 40% of institutions of Higher Education in Nigeria have laboratory or workshop space for technical education programmes while the remaining 60% do not have laboratory or workshop space and this has resulted to the low quality of technology programmes in higher institutionsand the available facilities programme as at today are quantitatively, qualitatively inadequate and obsolete.

✓ **Nigerian Value System:** In Nigeria today too much emphasis is placed on university qualifications not minding whether the holder possesses the required knowledge and skills. But in advanced societies those with technical degrees are highly regarded. In fact, the value system in those countries depends on the person's skills and knowledge, and not on the stack of academic degrees one has. In the public service, graduates of technical education are often discriminated against and career prospect are limited. For this reason, secondary school leavers and parents prefer university education to technical education (Nworlu-Elechi, 2013).

Other inhibiting factors facing TVET in sustainable economy recovery according to the researchers include:

✓ **Negative Public Perception:** TVET is perceived by the general public as non-formal education training mainly for dullards, students with low academic proficiency and those that cannot make it in other major discipline. Hence, TVET is now seen as the last option.

✓ **Status of TVET Qualifications:** The classification of qualifications obtained or related to TVET are always look down upon by graduates from other field or discipline to be inferior. This is evident in the case of professional certification and registration. Imaging a graduate from polytechnic with Higher National Diploma (HND) cannot be allowed to enroll into a post-graduate (Master) degree in Nigeria. Instead, the graduate is asked to approach a Post-Graduate Diploma (PGD) as a prerequisite to gain admission into higher programmes. In fact, this act is generalized irrespective of your class of degrees. This is because the certificate is TVET based. Again, TVET graduate suffers wholesome problems when it comes to professional registration/certification as the graduates are denied access for registration. For example, a graduate of engineering from polytechnic is not allowed to be professionally certified by Nigerian Society of Engineers (NSE), Council for Regulation of Engineering in Nigeria (COREN) unless the individual have to re-enroll into university or other degree programmes.

✓ **Over Dependence of Expatriates:** Another challenge facing TVET graduates is Nigerian depending on what is refer to as "Foreign Expatriate" in manning the industries. If most of the industries begin to depend on local content products (TVET graduates) in running the industries, the huge sum of money paid to foreigners in the name of expatriate can be converted and utilized for another purpose. This will in a way build a sustainable and enabling economy without doubt. Also, the graduates will gain more experience and utilized it subsequently in self-development.

✓ **Over Dependence on Certificate Qualification than Skills for Employment:** Employment in Nigeria generally is always done based on certificate qualifications. This discourages individual to go after skill base-training even where the vacancy is mainly for skill related. Hence, every graduates wishes to be certified and qualified with pen and paper rather skills. Paper qualifications lack the potency to empower extensively to a large group of people.

✓ **Lack of Linkage Between Societal and Industrial Demands with School Course Content:** The course content of TVET programmes in tertiary institutions in Nigeria lack a synergy between what the society and industries needs to function effectively. This makes the graduates to be incapacitated, insignificant and abstract in knowledge content in the labour market while seeking for jobs. It is pathetic to say that what a graduate possesses is not needed in the society, industries which make it irrelevant. Yakubu (2012), Akpan and Udoh (2014) opined that lack of productive and marketable skills has been identified as the major cause of

unemployment as many Nigerian graduates are not adequately prepared to fit into the productive of the economy and cannot provide the services that can generate sustainable income. Most of

7. STRATEGIES OF SUSTAINING A RECOVERED ECONOMY THROUGH TVET

The world's giant economies known as developed countries such as Canada, Australia, Germany, Singapore and Japan have cuddled TVET and ripped its benefit to become global leaders in all aspect of their enterprise in a very short space of time. The following are key strategies being used by these countries for workforce development. Nigeria as a developing country struggling to be categorized in the top twenty economies by the year 2020 needs to copy and adopt these strategies that are geared towards quality and quantity job creation, poverty reduction and sustainable economy recovery. According to the researchers, the following strategies if adopted will build a strong TVET graduates as entrepreneurs for sustainable economy recovery in Nigeria.

✓ There should be adequate funding of TVET programmes by government, private industries, public industries, public-private partnership (PPP), non-governmental organizations, philanthropists etc. This will enhance provision and acquisition of infrastructural facilities which will help to make the graduates competent and complete in knowledge, skills, attitudes and values. This will be so as graduates will be taught with the right facilities that will make theoretical and practical concept realizable.

✓ TVET curriculum should be design and pattern after the needs of the society and industries by education policy makers, administrators and planners. This will make transition from school to the labour market realizable rather been abstract in content knowledge. If this is achieved, the individual can be able to offer and contribute to the society meaningfully which will leads to sustainable economy recovery.

✓ Local content knowledge should be encouraged by the government, Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs). This will enhance acquisition of more skills; give more experience to skilled persons.

✓ It will also create employment opportunities as more industries will be set up. Finally, the economy will be boosted, revamped, sustained and recovered.

CONCLUSION

The study was to build a strong TVET graduates as entrepreneurs for sustainable economy recovery in Nigeria. In achieving this, the study examines the role of TVET in developing an economy. Nigeria as a nation is facing a wide range of economic recession, high rate of unemployment, hunger and abject poverty. These can be curbed if TVET programmes are fully given its place and attention as outlined in this paper. TVET has been used by other developed countries in the world today to climb to the climax of industrialization and modernization. Nigeria cannot be an exception if this system and type of education is applied. It will empower individual, reduce unemployment, industrialized the nation and can also recover the national economy from recession and sustained it.

RECOMMENDATIONS

It may be quickly suggested that since TVET system plays a key role in recovering and sustaining an economy, every effort should be made to address the retrogressive indicators against adequate education on TVET system in Nigeria. In this regard the following are recommended;

- i. There should a synergy between the school and the industries for practical acquisition of skills by the students to be competent based in terms of knowledge and skills.
- ii. The curriculum should be redesign by curriculum planners, administrators to focus more on practical than theory.
- iii. The period for National Youth Service Corps (NYSC) should be strictly done in the industries for TVET students to broaden their knowledge and skills in area of study.
- iv. Funding of TVET by government, industries, individuals, CBOs, NGOs etc should be effective for the provision of infrastructural facilities.

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THE IMPACT OF ECONOMIC FACTORS IN THE PENSION SCHEME IN ALBANIA

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ABSTRACT

The current pension system in Albania is conceived as a multi-column system. It is based on the mandatory public column (the first pillar) and the supplementary column (the third pillar) which for the moment is actually not very developed.

One of the objectives of the pension reform is the financial sustainability of the pension system. Taking into consideration all the reforms undertaken, the Albanian pension scheme has not achieved its financial sustainability. It has been characterized by a deficit for many years and this deficit is subsidized by the state. This financial instability of the scheme has had an influence on a number of factors, and among them a very important factor is the economic one.

This paper analyses the relationship between the pension reform, economic growth and financial markets. The paper aims at verifying the hypothesis: "There is a mutual relationship and a dependence between the development of the economy and the pension system"

The validation of this hypothesis is reached through the quantitative analysis of the impact of some economic indicators on the deficit of the pension scheme and vice versa. This quantitative analysis is carried out through the SPSS statistical program using the method of simple and multiple linear, showing some probable and structural influences of economic indicators as independent variables in the scheme deficit as a dependent variable.

Keywords: scheme deficit, economic indicator, financial sustainability, pension reform, pension scheme.

INTRODUCTION

The link between the economical development and the pension system is reciprocal, the more developed a country is, from the economic and cultural point of view, the more developed the pension system, and vice versa the greater its impact on the economy. Politicians and academics around the world have considered this fact a crucial part of their discussions, they have analyzed the link between the pension reform, pension funds, economic growth and financial development.

Overall, the pension reform has a direct impact on the economic growth and the growth of pension funds. On the other hand, the growth of pension funds affects the economic growth either directly or indirectly through financial markets.

The impact of pension reform on the development of financial markets has been widely analyzed in some current literature. Thus Davis (1995, 2000a) presents the impact of the growth of pension funds on European capital markets, while Walker and Lefort (2002) studied the same relationship in all emerging markets. In general, the pension reforms which have introduced the financing element may have a positive impact on the development of the financial market because after such pension reforms the financial market functions have improved (Davis 1998). As a conclusion of the studies, a positive correlation between the growth of pension funds and financial development has been found.

Also, the relationship between the pension reform and economic development has been widely analyzed. Holzmann (1997) finds a contribution to the pension reform in Chilean economic growth, as well as in financial markets. Hu (2005) also found a positive correlation between these two elements in his analysis.

It should be noted that various studies show that the development of pension funds has an impacts on the economic growth and the development of capital markets but this link is stronger for those countries that have a developed economy and developed capital markets while in the countries where the capital markets are not developed this link is weak and in some analyzes this connection is not even verified. In general, pension funds provide a significant impact on the economic growth of high-income countries per capita, while in low-income countries this impact is very low.

The economic crisis that began in 2008 had an impact on the debate on the pension reform, which has made economists and politicians worldwide consider deeply the economic performance of their respective countries. Economic factors inevitably affect the sustainability of all types of pension schemes.

In the PAYG state pension system, the immediate impact was less severe than in private pension systems, whereas the benefits are directly linked to the contribution and interest accrued from their investments. However, shrinking employment and a reduction in the number of long-term contributors will require adjustments to the PAYG state pension systems.

Pay-as-you-go (PAYG) schemes are essentially a mechanism for redistributing revenue to the national economy, so their sustainability depends on the amount of money collected and the number of people among whom this money will be distributed. The global economic crisis in 2008-2009 resulted in a dramatic decline in economic output and an increase in unemployment in the region. This experience has led some countries to consider setting up pension management companies that offer multiple portfolios in terms of exposure to investment risk.

So we can say with certainty that a national pension system does not act in isolation from a country's economy. Constant economic growth and high levels of employment stimulate an appropriate environment for pension systems. It is therefore imperative that pension policies are in harmony with labor market policies, fiscal and macroeconomic policies, and social protection policies as part of an integrated national policy.

METHODOLOGY, DATA AND VARIABLE

It is natural to emphasize that the economic factor is one of the first elements that sets the limit of opportunities for development of processes in the area of the social security system. So the economic factor as well as the demographic one have both a direct influence and undoubtedly constitute the basis for formulating a social policy in the field of social security development. The pension reform aims to achieve three objectives:

- a) The first objective is to ease "poverty" when the old age comes
- b) The second objective is linked to the pension as a stimulating financial instrument for savings
- c) The third objective is related to financial sustainability.

The third objective, the financial sustainability of the system has been the goal of our work. The current pension system in Albania is based mainly on a mandatory public columns. This scheme for years results in a deficit which means that income from contributions within the scheme does not cope with the benefits of the scheme. On the other hand this deficit over the years has been covered by the state and will continue in the future if the scheme continues to result in a deficit. Expenditures for benefits amounted to about 7.59% of GDP in 2015, while the highest value of the deficit achieved over the years obtained in the analysis was about 3%. Reducing this deficit, for example, increasing the financial performance of the pension fund, will increase the government's ability to increase spending on priority areas such as health, education and infrastructure. In accordance with this objective, quantitative analysis of the impact of some economic indicators on the deficit of the scheme has been carried out.

For the purpose of this analysis data has been collected for a period of 19 years in relation with these variables: scheme deficit, GDP per capita, unemployment, inflation and skilled labor force. The main source of data were the reports and statistics of the Institute of Social Insurance (ISI) and the data of the Institute of Statistics (INSTAT). Also, the database of Bank of Albania, International Monetary Fund and World Bank, were widely used.

At the same time, through the SPSS statistical program, a quantitative data analysis for a period of 18-19 years was performed using the simple and multiple linear regression method by showing the probabilistic and structural impact of some economic indicators as independent variables in the schema deficit as a variable dependent. Naturally, there would be a hypothesis: "There is a mutual relationship and dependence between the development of the economy and the pension system". In order to work and confirm the above hypothesis, the deficit of the public pension scheme is represented as a dependent variable, which represents the difference between income from contributions and benefits expense. As independent variables, some economic indicators are thought to have an impact on the deficit of the scheme, such as GDP per capita, inflation, unemployment, labor force.

ANALYSIS AND INTERPRETATION

One of the economic indicators that has a significant impact on the deficit of the pension scheme is GDP/capita.

1. Regression analysis: Deficit versus GDP/capita

The regression equation is

$$\text{Deficits} = 1421 - 4,188 \text{ GDP / capita}$$

$S = 2815,77$ $R\text{-Sq} = 78,1\%$ $R\text{-Sq}(\text{adj}) = 76,7\%$

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	452363737	452363737	57,05	0,000
Error	16	126857287	7928580		
Total	17	579221024			

The regression analysis confirms the relationship between GDP/capita and the deficit and indicates that there is an important link between them. We can consider GDP as a complex variable that carries the effect or influence of a number of other economic variables and reflects this impact directly on the deficit.

The regression analysis of GDP/capita explains 78% of the variation in deficient values, while there are no serious problems in waste analysis except for a slight difference of variance which is practically not problematic. If we note the distribution of the deficit values we will conclude that the real values are not far from the predicted values.

2. Polynomial regression analysis: Deficit versus labor force

Among the factors we have selected as important is also the workforce that we have seen as a variable that affects the deficit.

This model compared to the simple linear model not only has the strongest explanatory power of the deficit variation but also does not manifest problems of autocorrelation and normal distribution of waste (which are characteristic of the simple linear model in the concrete case) but only problems of heteroscedasticity. The regression equation is

$$\text{Deficit} = -1329149 + 2850 \text{ workforce} - 2,023 \text{ workforce}^2 + 0,000474 \text{ workforce}^3$$

$S = 2815,50$ $R\text{-Sq} = 80,8\%$ $R\text{-Sq}(\text{adj}) = 76,7\%$

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	3	468242739	156080913	19,69	0,000
Error	14	110978284	7927020		
Total	17	579221024			

Sequential Analysis of Variance

Source	DF	SS	F	P
Linear	1	268846121	13,86	0,002
Quadratic	1	164275347	16,87	0,001
Cubic	1	35121271	4,43	0,054

We realize from the analysis that this model explains 80.8% ($R\text{-Sq}$) of the variation in the deficient values of the labor force, presenting the workforce as a determinant factor and highlighting the supremacy of this model compared to that linear and quadratic regression. Therefore, it would be more appropriate to use this model as a predictor model.

Looking at the realistic distribution of deficit values against the labor force, we would achieve the same conclusion we came to when we saw its connection to GDP /capita, so real values are close to the predicted values. This testifies an important link between the labor force and GDP. Therefore the use of one or the other model for prediction purposes would remain a preference of the analyst. On the other hand, the use of a model by selecting the GDP and labor forces as a determinant variable would lead us to serious multicultural situations. However, the use of selected models will be in the function of the purpose of the study.

3. Regression analysis: Deficit versus unemployment

One of the economic indicators we have selected as important and we think it can affect the value of the deficit, is the unemployment rate. Below is a regression analysis. The regression equation is

$$\text{Deficit} = -21932 + 1006 \text{ unemployment}$$

Predictor	Coef	SE Coef	T	P
Constant	-21932	8086	-2,71	0,015
Unemployment	1005,7	519,2	1,94	0,071

$S = 5415,26$ $R\text{-Sq} = 19,0\%$ $R\text{-Sq}(\text{adj}) = 13,9\%$

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	110019846	110019846	3,75	0,071
Residual Error	16	469201178	29325074		
Total	17	579221024			

Unusual Observations

Obs	Unemployment	Deficit	Fit	SE Fit	Residual	St Resid
1	22,3	-3284	495	3814	-3779	-0,98 X
18	13,7	-22081	-8154	1545	-13927	-2,68R

R denotes an observation with a large standardized residual.

X denotes an observation (whose X value gives it large leverage).

Analyzing the regression data above, unemployment appears not to be a very important factor. The model explains only 19% of the defective variation.

The **p** values (probability) $0.071 > 0.05$ show the not-so-great importance of unemployment over the deficit. An exception is the first year of observation, where unemployment is 22.3% and deficit -3284 (million). This weak link of unemployment with the deficit has several reasons:

First of all these data are official data regarding unemployment and in relation to this data we express our suspicions, the main reason is that many people have lost their trust and do not register at all like unemployed. Secondly, this analysis confirms once again that it is not simply unemployment that reduces the number of contributors, but is the most important informality, that is part of the employees who work but do not contribute. Informality has a great impact on reducing the number of contributors, thus reducing the contribution income and as a result increasing the deficit.

As far as inflation is concerned, it is not a trivial variable and it can be interpreted by two arguments:

Firstly, for the fact that this variable can give its effects through the GDP variable.

Secondly, by law, once again, the direct impact of inflation on the nominal pension and nominal wage size should be taken into account through the indexation of wage and nominal pensions with the price index. This means that the indexation of wages over the years of study has led to the correction of the negative effect that inflation would have on income from contributions and in the same way the negative effect of inflation on pensions has been corrected.

CONCLUSION

At the end of the analysis can be said that the constructed models clearly explain the multiple links between the main economic indicators and the social security system. During the analysis, we did not encounter contradictions between the theoretical and the analysis conclusions, for the reason that the high presence of autocorrelation was not generally observed. Although the time series may be considered limited, the magnitude of errors in the quantitative analysis scheme results in a thousand figures scale, these are considered acceptable errors that do not affect the conclusions of the analysis. So from this analysis we came to the conclusion that:

- There are close links between the social security sector and the main economic indicators in Albania.
- In the model, the correlation of GDP per capita with the deficit of the pension scheme was verified. The growth of GDP per capita will have an impact on reducing the deficit. The model was well built in 78% of the case, the rest was explained by mistakes.
- From the analysis as a determinant factor, the forces capable of work appear. The polynomial model of the third order or the cubic model was the best among the competitive models and was well built to 80.8% of it.
- Unemployment did not result a decisive factor. This is explained by the fact that some unemployed people do not register as unemployed and many employees are in employment but do not contribute. This analysis confirms the fact that the deficit in the scheme affects a lot of informality.
- In the analysis, the inflation turned out to be a trivial variable. But this is not in contradiction with our theoretical conclusion.

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TRANSFORMATION IN INDIAN BANKS- THE INDIAN EXPERIENCE

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ABSTRACT

In the post-LPG era and information technology, transformation is taking place in Indian banks with different parameters and in this era contours of banking services dynamically altering the face of banking services and the banks are stepping towards e-banking from traditional banking.

On the basis of five point likert type scale, the present paper empirically analyzes the quality of e-banking services in the changing environment. With different statistical tools like weighted average method, ranking etc., the paper concludes that most of the customers of e-banks are satisfied from the different e-channels and their services but lack of awareness is a major obstacle in the spread of more e-banking services. At the end, the paper suggests some measures to make e-banking services more effective in the future.

INTRODUCTION

In the post-reforms period, Indian banking is passing through crucial stages. There is a paradigm shift in different parameters of transformation. Many internal and external factors are responsible for this bank transformation. A huge competition (inter and intra-bank group), global forces are compelling the banks to make radical changes in their day-to-day functioning. WTO, another dimension forcing the banks to make internal and external changes to meet the e-age challenges.

IT is a crucial parameter for transformation in structure, work-culture, functioning, HRD and business re-engineering. E-banking services are replacing traditional services and creating a new scale in transformation. In the initial stage, e-channels were introduced in metropolitan cities and urban areas but recently some banks have start capturing rural and semi-urban areas. New private sector banks are taking a lead to capture rural and semi-urban sector.

The different e-channels like ATMs, Credit & Debit Cards, Tele-banking, Mobile-banking, Online-banking, Smart Cards etc are changing the face of the Indian banks. New private sector banks and foreign banks are attracting the customers in a different way. The potential customers and big companies are shifting their accounts from traditional banks (not fully computerized) to e-banks (fully computerized and provide different e-channels). If traditional banks, mostly public sector banks, will not transform their business with introduction of IT, their survival will become difficult as now days IT is not a matter of convenience but a survival factor. Therefore, e-banking services are potent factor for transformation in this e-age.

E-banking has also affected the customer's expectations as they prefer to deal with the banks offering better, efficient and innovative services. To face and survive in this cutting edge competition, the banks have to deliver better quality services to the customers because it is only a customer who can evaluate quality of services. Hence, the service quality is conformance of services to customer's specifications and expectations. The banks must know what type of services the customers expect to have and then accordingly serve them the products and services that meet their expectations. The banks should not be adamant to accept changes otherwise their survival will become difficult in the emerging competition. Therefore, there is a need to evaluate the customer's perceptions regarding the recent e-banking services too, which will help to further improve the services if they are not satisfied with their services. In this context, this paper has much significance because it will help the banks to know their customer's perception regarding their e-banking services and they can further modify and make these services more efficient.

ORGANIZATION OF THE PAPER

The paper is organized into five sections. After the brief introduction, section II makes a review of the literature. Section III fixes the objectives and methodology. Section IV discusses the findings and suggestions and last section provides the concluding observations along with future areas of research.

REVIEW OF LITERATURE

Hasanbanu (2004), studied customer services in rural banks. He found that the rural customers are not aware for what purpose the loans are available and how they can avail. Customers do not know the complete rules, regulations and procedures of the banks as they preserve them for themselves and do not take interest in educating them.

Husain, (1988), also highlighted the importance of IT in various sectors. In the introduction of any new technology or system various organizational, financial & functional problems are faced in the initial stages. People are generally reluctant to accept new system, howsoever beneficial it may be. Such various issues, which are involved in computerization, have been critically & vividly discussed.

Heggade (2000), studied bank customer relationship in India. He analyzed responses of 11 different classes of bank customers like businessmen, salaried, advocates, peasants etc. He analyzed customer's views on the one hand and employees view on the other hand. The paper concludes that there is a low correlation among the different occupations and satisfaction from services in the PSBs.

Pathrose, (2001), banking the world over is undergoing a rapid and radical transformation due to the all-pervasive influence of IT and breath taking developments in the technology of telecommunications and electronic data processing. The winds of change are blowing in India too. The IT which implies the integration of information system with communication technology has radically altered the traditional ways of doing banking business and allowed banks to wipe out the difference in time as well as distance. It is in this context his article attempts to trace the present status of hi-tech banking in India, visualize its prospects and look at the challenges and problems in the tracks to be traversed. He concludes that in the scenario of severe competition and escalating expectation of customers for newer products and alternative delivery channels, the contours of banking are being redefined. The key to survival of banks therefore is retention of customer's loyalty by providing them with value added services tailored to their needs, using state-of-the-art IT. There is no way a bank can remain lukewarm to hi-tech and yet hope to grow. It is a choice between survival and extinction.

Sharma & Singh (1993), analyzed the quality of customer services produced by Standard Chartered Bank (SCB) and Punjab National Bank (PNB) (one branch of each bank situated in Hall Bazaar, Amritsar) with the sample of 40 respondents in total. They concluded that the quality of customer services of PNB branch is very poor in comparison to that of SCB branch. But the main limitation of the study is that it is related to two banks only.

Singh & Malhotra (1993), analyzed customer satisfaction in banking services in the Amritsar city. They concluded that public sector banks should improve their services to attract the new customers. Bank management should prepare the list of existing and prospective customers and carry out detailed studies on customer satisfaction in order to improve their services. But this study is limited to only one district of Punjab.

Singh (2004), explained the appraisal of customer service of PSBs and concluded that level of customer services and satisfaction is determined by the branch location, design, variety of services, rates and charges, systems and procedures and attitude and responses. His study is purely concerned with the customers of PSBs.

Sharma & Kaur (2004), studied strategies of customer satisfaction in rural banks. This study is concerned with Hoshiarpur district of Punjab. They used five-point likert scale and found that the rural customers are not satisfied from the strategies adopted by Gramin Bank.

Singhal's, (1987), is yet another important study about customer services in Indian banks. This study is based on a research project of Sushila Singhal's, sponsored by Shri Ram Center for Industrial Relations., New Delhi. The study itself two objectives: (a) "an adequate and systematic description analysis and explanation of customer services by the bank." This study is based on a broad sample of 528 bank employees (both officers and clerks) and 1,427 customers selected by a purpose-wise procedure. She had adopted a stage-wise methodology to select banks for the case study. In the first stage, she has chosen six banks and in the second stage five branches of the six banks for a more intensive study. The most important findings of this study are: (a) there are considerable differences between different banks in regard to employees job involvement and motivation, customer loyalty and identification of banks and branches employees attitudes towards bank customers and colleagues, etc. (b) the demographic and psychological variables were identified and their relationship with employees job performance and customer service is explained (iii) it is also found that there is no correlation ship between 'service efficiency' and 'customers satisfaction'; further she has also not found any systematic relationship between the size of bank branch and customer satisfaction. She also elaborately discusses the implications of her findings for efficient bank management. The important merit of her study is that it is based on multi-method and multi-variable approach to explain the bank employee's job behavior.

Shastri, (2001), he analyzed the effect and challenges of new technology for banks. Technology has brought a sea change in the functioning of the banks. The earlier manual system of preparation of vouchers, etc. is slowly being automated thereby saving a lot of time & effort. The use of ATMs and introduction of IT more than in the past, especially in the Post- VRS Scenario.

Shanti, (1984), has made a pioneering attempt to examine the issues relating delivery of customer services in Indian banks as against the backdrop of a sound conceptual framework. She has provided an empirical analysis of bank employee's job behavior and its relationship with bank services delivery. She has found that lack of job motivation, lack of freedom at branch level, lack of leadership qualities among bank managers, job security etc. have resulted in poor quality customer services in Indian banks.

Uppal (2006), with stratified sampling of 500 bank customers, explained the impact of computerization on the satisfaction of customers of all bank groups and concluded that customer services are quite better in fully computerized banks and further in e-banks as compared to that in partial or non-computerized banks. The study was concerned only with the urban sector of Punjab. But the study is only concerned with the urban sector of Punjab.

Varghese & Ganesh (2003), analyzed customer services in PSBs and old private sector banks based on the responses of 776 customers of 10 PSBs and 13 old private sector banks operating in Kerala. They found regarding 'time' spent on a transaction where there is no difference in the two types of the bank branches.

Verma, (2000), analyzed the impact of IT on PSBs & NPSBs in her article 'Banking on Change'. The IT is a threat for the PSBs. It has to be a complete face off for the PSBs. With the business per employee, even for the front-run PSBs, a mere fraction of that of NPSBs, the PSBs have to do a lot on improving their productivity & efficiency. NPSBs are fully computerized & providing services on Internet. Especially ICICI bank, HDFC bank is very active on this front & is concentrating on Internet & e-commerce to offer their clientele a whole range of products under one roof. New banks like GTB, BOP, IDBI & UTI bank are not lagging behind. While some of them are concentrating on expansion & modernization, some are focusing on mergers and acquisitions for their growth.

From the brief review of related literature, it can be concluded that not even a single study is related to recent bank transformation through e-delivery channels and the present study is an attempt to fulfill this gap.

OBJECTIVES

- To study and analyze the perceptions of bank customers using e-delivery channels in the context of recent bank transformation.
- To analyze and determine the future of e-delivery channels.
- To suggest some remedial measures to further aware about and improve e-channel services.

DATABASE AND METHODOLOGY

The present study is concerned with the Indian banking industry in general and particularly with those banks that are providing services through e-channels i.e. e-banks. Universe of the study is customer of e-banks. The sample size of the bank customers is 25. These customers are selected at random holding saving or current account in the e-banks and using e-channels from last 3 to 4 years.

The data is collected through pre-tested and well-structured questionnaire in the Ludhiana district of Punjab. The survey was conducted in the month of May, 2006.

Weighted average scores (WAS) are calculated from the five point likert scale. The weights of 2 to most reasonable/strongly agreed/most important, 1 to reasonable/agreed/important, 0 to undecided status, -1 to unreasonable/disagreed/unimportant and -2 to most unreasonable/strongly disagreed/most unimportant.

The weights are given to ranks of the different statements. The highest weight is given to the first rank and the lowest weight is given to the lowest rank. On the basis of these weights, total score of each statement is calculated separately and then overall rank is given to each statement.

RESULTS AND DISCUSSION

As we know, recent bank transformation is taking place with IT and this all affects customer's perceptions regarding e-banking services. In the present paper an attempt has been made to know the perceptions of e-bank customers (who are using e-delivery channels).

Table-I: Responses About the Status of Annual Income, Education Level & Occupation Level of the Respondents

Income Range (Rs.)	Number of Responses	Level of Education	Number of Responses	Occupation Level	Number of Responses
Less than 1 lakh	2 (8)	High School	2 (8)	Service Class	11 (44)

1 to 2 lakhs	13 (52)	Graduates	3 (12)	Business Class	4 (16)
More than 2 lakhs	10 (40)	Post Graduates	16 (64)	Industrialists	1 (4)
		Doctorates	4 (16)	Agriculturists	2 (8)
				Professionals	4 (16)
				Others	3 (12)

Note: Values in parenthesis show percentage

The economic status like age, income, family size, education level and occupation level all affect the customer's thinking. Table-I reveals that out of the total 25 respondents, 52 pc are those having income between one to two lakhs and 40 pc are those having more than two lakhs income. Similarly, it is concluded that 64 pc of the 25 respondents are highly educated with master degree and 16 pc with doctorate degree. The table also shows the occupation level of the respondents, where 44 pc respondents are under service class, 16 pc are businessman and 16 pc are professionals. Only 4 pc are industrialists.

Overall, we can say that the customers with middle-income level, high education, serviceman & businessman use e-delivery channels more and aware about the concept e-banking. Industrialists and agriculturist, even 8 pc of the respondents having income below one lakh and only high school educated are also using these e-channels to some extent.

Table-II: Factors Influencing the Selection of E-Channels

Factors	Most Imp.	Imp.	Un-Decided	Un-Imp.	Most Un-Imp.	WAS
Convenient accessibility of e-channels	12	11	1	-	1	1.32
Convenient location of ATMs	18	6	-	1	-	1.64
Easy availability of e-channels	7	16	2	-	-	1.20
Low hidden cost for services	14	6	3	1	1	1.24
Number of facilities provided by e-channels	8	12	2	2	1	0.96
Security/less risk to use	16	8	-	-	1	1.52

Here, it can be concluded that WAS of all the factors the one factor i.e. 'number of facilities provided by e-channels' is more than 1 i.e. the respondents feel all factors much important in selecting their e-channels but among all these factors, convenient location with first priority and then security are the main factors affecting their e-channel selection decision.

Table-III: Responses Regarding Preferences for E-Channels

E-Channels	R-1	R-2	R-3	R-4	R-5	R-6	R-7	Total Scores	Overall Ranks
ATM	17	5	1	1	-	-	1	159	1
Credit Cards	2	8	6	2	1	4	1	112	2
Debit Cards	-	6	8	1	4	4	2	102	4
Mobile Banking	1	3	4	6	8	2	1	98	5
Online-Banking	5	1	5	7	4	2	1	111	3
Smart Card	-	-	-	1	3	6	15	40	7
Tele-Banking	-	2	1	6	5	7	4	74	6

It is evident from this table that out of 25 respondents, most of them prefer ATMs as compared to other channels. ATMs got first rank in preference of e-channels by the respondents where second most preferred e-channel is Credit Cards and then Online-banking but Smart Cards and Tele-banking are least preferred among the respondents. The basic reason for the popularity of e-channels is these are convenient, easy to access and easy to operate.

Table-IV: Motivational Factors Encouraging Customers to Prefer a Particular E-Channel

Motivational Factors	SA	A	UD	DA	SDA	WAS
Cost-effective	10	14	1	-	-	1.36
Convenient accessibility	13	9	1	2	-	1.32
Provide accurate information	14	9	-	1	1	1.36
Provide efficient services	18	5	-	1	1	1.52

Provide security for threats to loose information	13	8	-	-	4	1.04
Time-saving	17	8	-	-	-	1.68

This table analyzes the motivational factors encouraging the customers to prefer a particular e-channel against others. Here the strongest factor is time saving and secondly efficient services. Cost-effectiveness and accurate information are another factors, which attracts them to choose a particular e-channel. Most of the respondents are preferred e-channels mainly due to time saving and which provide efficient services.

Table-V: Awareness About Hidden Cost of E-Channels

Status	Respondents
Yes	12 (48)
No	13 (52)

Note: Values in parenthesis show percentage

T-V shows the awareness level of the respondents about hidden cost of the e-channels. It is examined that 48 pc are aware about the hidden cost but 52 pc are not may be due to their ignorance or inadequate information provided by the banks.

Table-VI: Responses Regarding Cost-Effectiveness of E-Channels

E-Channels	Most Reasonable	Reasonable	Un-Decided	Un-Reasonable	Most Un-Reasonable	WAS
ATM	13	10	2	-	-	1.44
Credit Card	6	9	4	5	1	0.56
Debit Card	5	8	9	3	-	0.60
Internet - Banking	6	8	9	2	-	0.72
Mobile - Banking	5	7	7	6	-	0.44
Smart Card	3	3	12	4	3	0.44
Tele - Banking	5	4	11	2	3	0.24

T-VI analyzed that whether the service charges of e-channels are reasonable or not and which e-channel is most cost-effective. Majority of the respondents are in favour of ATMs that means ATMs are most cost-effective and secondly they are in favour of Internet-banking that also provide services at reasonable cost. Here important to note is most of the respondents are not aware about these charges, therefore, these results are on the basis of the views of just those respondents having knowledge about these charges. Hence, out of all the e-delivery channels, ATMs and Internet-banking is considered as most cost-effective as compared to other channels, whereas Debit & Credit Cards are also cost effective as these come after ATMs & Internet-banking.

Table-VII: Responses Regarding Problems Faced by the Customers while Using E-Channels

Problems	R-1	R-2	R-3	R-4	R-5	R-6	R-7	R-8	Total Score	Overall Rank
Inadequate knowledge	6	10	1	2	2	2	2	-	152	2
Lack of knowledge reg. use of e-channels	9	5	2	3	3	3	-	-	155	1
Lack of infrastructure	2	-	7	5	7	2	2	-	121	4
Unsuitable location of ATMs	-	4	4	7	4	3	1	2	116	6
Insufficient Number of ATMs	8	1	2	5	4	3	2	-	137	3
Poor Network	1	3	7	3	2	8	-	1	119	5
Time consuming	-	-	2	-	1	2	18	2	60	7
No problem at all	-	1	-	-	2	2	-	20	41	8

T-VII examined the problems faced by the respondents while using e-channels. Here, it is examined that lack of knowledge regarding use of e-channels and inadequate knowledge about e-channels are the most dominating problems faced by the majority of the respondents where problem of insufficient number of ATMs and lack of infrastructure are also major ones faced by the respondents.

Table-VIII: Responses Regarding Suggestions to Make the Customers Aware about E-Channels

Suggestions	R-1	R-2	R-3	R-4	R-5	Total Score	Overall Rank
Conduct more training programmes for bank customers	5	4	5	5	6	72	4
Demo-fares regarding e-channels	9	3	2	5	6	79	2
Information/demo at the counter	5	6	7	4	3	81	1
More advertisements	2	5	6	9	3	69	5
Personal contact programmes	4	7	5	2	7	74	3

T-VIII analysis the most effective solutions preferred by the respondents out of the given list. Information/demo at the counter is most preferred solution to make them aware about e-channels and secondly they prefer demo-fares regarding e-channels and after that personal contact programmes. Therefore, we can conclude and suggests the banks that make personal contacts with demo at the counter and any other information to make more and more customers aware about e-banking services as they think these methods are most effective to cover this path.

Table-IX: Frequency of Customer's Monthly Physical Visits in the Banks in Addition to Accessing E-Channels

Number of Bank Visits	Number of Responses
Occasionally once	11 (44)
2 to 5 times	11 (44)
6 to 10 times	2 (8)
11 to 15 times	1 (4)
More than 15 times a month	-

Note: Values in parenthesis show percentage

T-IX analysis the frequency of physical visits of the customers in banks even they are using e-channels. Majority of the respondents (44 pc) visit the banks occasionally once a month and 44 pc visit 2 to 5 times within a month. Only 12 pc respondents visit more than 5 times. We can see that majority of the respondents visit banks less than 5 times within a month even they are accessing e-channels.

Table-X: Purpose of Customer's Physical Visits in the Banks in Addition to Accessing E-Channels

Purpose	R-1	R-2	R-3	R-4	R-5	R-6	R-7	Total Score	Overall Rank
Mega-size deposits	7	9	1	5	1	1	1	134	2
Mega-size withdrawals	9	7	3	4	2	-	-	142	1
Making Complaints	-	1	4	3	7	5	5	74	7
Getting Loans/advances	2	2	2	4	2	8	5	79	6
To access lockers	3	2	6	1	5	3	5	93	3
To get new information	1	5	2	7	1	3	6	90	4
Any other	3	-	6	1	7	5	3	89	5

T-X analysis that those who visit the banks physically even accessing e-channels, for what purpose they do so. It is concluded that majority of the respondents visit banks for mega-size withdrawals & deposits or otherwise to get loans/advances. Some of them visit to access lockers or to get new information.

Table-XI: Responses Regarding Different Aspects of E-Channels

Statements	SA	A	UD	DA	SDA	WAS
E-channels do not ensure privacy	2	12	2	7	2	0.20
E-channels ensure more transparency	3	15	3	3	1	0.64
E-channels are creating more confusion for customers	5	4	5	7	4	-0.04
E-channels have bright future in global age	17	6	1	1	-	1.56
E-channels improve the quality of customer services in banks	13	12	-	-	-	1.52

E-channels are necessary in the competitive, global and new economy of India	19	5	1	-	-	1.72
E-channels make online purchase of goods and services easier	12	11	1	1	-	1.36
E-channels are creating more social relations among the bank customers and bank employees	4	10	3	6	2	0.32
E-channels are fulfilling our all requirements in e-age	6	10	3	2	4	0.48
E-banks charge more hidden cost	1	14	7	2	1	0.48
More formalities are required to get e-channels issued from the banks	3	10	7	5	-	0.44
Online banking helps to manage transformation in banks more efficiently	8	13	2	2	-	1.08
Smart card sometime creates technical hurdles to make payments	1	15	6	2	1	0.52

T-XI shows that respondents are strongly agreed with some aspects of e-channels as their WAS is more than 1 that are e-channels have bright future, these improve quality of customer services, these are necessary in the competition and global era, make online purchase/sale of goods/services easy, online-banking helps to manage transformation but with other aspects like privacy etc either they are disagree or cannot decide. It is important to note that they are strongly disagreed that e-channels are creating more confusion. That means they don't think so. Hence, from their views, it can be concluded that e-channels are necessary in future and helps in managing business efficiently and timely.

SUGGESTIONS

On the basis of the findings of the study, we may put some suggestions to make e-banking services more effective, which will further accelerate the process of transformation in banks.

Convenient accessibility of e-channels

The banks should make the availability of ATMs and accessibility of other e-channels convenient and make these channels secure from fear of lost of information by increasing the number of ATMs as these factors are most important concluded from their perceptions. They should start to introduce mobile ATMs as these are time saving and became more popular in these days.

Popularity of e-channels

As ATMs, Credit Cards and Internet banking are most preferred by the customers due to time and cost utility and efficient services where other channels are not much popular. So the banks should make efforts like arrange demo-fares or provide information at counters to make the channels popular and easier to the customers.

Transparency

The banks should disclose the full information to the customers to win their confidence like service charges, service tax, interest, penalty, if any etc.

Awareness Regarding E-Delivery Channels

As e-banking is a new concept and more than 50 percent respondents are not aware about e-channels and their operating system, so the banks should provide appropriate information and demo to operate these channels and solve their any problem regarding these channels on priority basis in a polite manner. Besides the channels, the customers should also be make aware about the type of services provided by a particular e-channel. The banks should provide operational knowledge of e-channels with their each function to the customers, separately to the different age groups and occupation-wise as well.

Rural and Semi- Urban Sector

In India more than 60% of the population is residing in the rural areas. Therefore, it is the need of the hour to capture this market through e-delivery channels. Hence, banks should make e-delivery channels popular in rural and semi-urban areas too with some practical and effective strategies.

Wider Scope of e-channels

The banks should make the area of e-delivery channels wider by providing the facility of draft making, mega-size withdrawals and deposits and even provide loans to the customers. This will further make these channels popular and help to earn more income by charging more charges on mega-size deposits and withdrawals.

Infrastructure Facilities

Every branch of a bank should provide sufficient and proper vehicle parking, sitting arrangement, water and sanitary facilities etc. Posters of existing schemes should also be displayed in the appropriate places.

Improvement of HRD Systems

The employees of e-banks should be given training time to time to match their skill level with the requirements of changing environment at least they should make aware about all the schemes provided by the banks.

Social Rapport with Customers

It is suggested that bank officials should make full rapport with customers, this will develop a social banking environment.

CONCLUSION

It is evident from the above discussion that the majority of the customers of e-banks are highly satisfied from e-banking services. The customers prefer e-channels with time and cost utility and which provide efficient services. The customers are not fully aware about the operational part of each channel and their transactional facilities. On the basis of the observations of the respondents, the future of e-banking services is bright and we may determine that in the coming years, these e-channels will definitely help to manage the bank transformation with positive results. On the basis of the findings, paper suggests that awareness regarding operating system and facilities provided by e-channels should be highlighted to each age group and also to the customers of each occupation. It will awaken the customers regarding the e-banking services through these e-delivery channels.

FUTURE AREAS OF RESEARCH

- Per transaction cost in traditional banking and in e-banking system.
- Quality of e-banking services in rural and semi-urban areas.
- Comparative study of quality of services of the entire Indian bank groups and even at bank level.
- Feasibility of e-shopping in the rural and semi-urban areas.

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A STUDY OF INVESTMENT AWARENESS AMONG THE COLLEGE TEACHERS IN PUNE DISTRICT

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ABSTRACT

In India, usually all investment avenues professed risky by the investors. The main features of investments are security of principal amount, liquidity, income stability, approval and easy transferability. Investment avenues are available such as shares, bank, companies, gold and silver, real estate, life insurance, postal savings and so on. The required level of returns and the risk tolerance decided the choice of the investor. The investment may be differ choices from national savings certificates, provident fund, mutual fund schemes, insurance schemes, chit funds, bank fixed deposits, and company fixed deposits, company shares, bonds /debentures, government securities, postal savings schemes and real estate. It would be concluded that in this fast affecting world, we save get extra money. Added risk directs to more profit. For the example total liquidity, income stability a variety as shares, bank companies, gold and silver, real estate, life insurance postal etc., but, most of the people preferred bank deposit by the cause of more respondents invested for purchasing home and long-term growth but, most of the investors could not aware to investing their money in mutual funds and shares. More of debate and confusions in the investment pattern, investment avenues. Therefore, in this paper, the researcher wants to check the earlier research work based on investors investment awareness among the college teachers in Pune district.

Keywords: Investors Perception; Investment Avenues and Pattern; Decision-Making and Risk; Investment Avenues

1.1 INTRODUCTION

The competency of a teacher is a major determinant of the quality of the education. Teacher's professional advancement is decided by many factors. One of the main factors which strongly influence the efficiency of teacher is his quality of life. The quality of one's life is closely related to the level consumption, savings and investment. The attitude of teachers toward consumption, saving and investment would reflect their economic behaviour, which would influence quality of life and in turn influence their profession and the education system. Research in this aspect of important stakeholder in education system assumes significance in the field of educational reform. In this context the present research paper titled "A Study of Investment Awareness among the College Teachers in Pune District" In this modern era, money plays an important role in one's life. In order to overcome the problems in future they have to invest their money.

Investment is defined as accumulating money into an asset with the expectation of capital appreciation, dividends, and/or interest earnings. Investors invests in direct or indirect investment. Investment is an art & a science having rules & regulations. It requires thorough knowledge & practical experience to assist one in choosing what is better among the various available investment opportunities in the market. To have a sound investment portfolio there is a need for knowledge, information around the investment process, risk spread, returns etc. This awareness is a continuous process and would be learnt from the market as they stick to it but that would be costly to learn in a hard way with making losses. India's e-governance services, apex Reserve Bank of India with other regulators like Security and Exchange Board of India (SEBI), Insurance Regulatory of India (IRDA) and National Stock Exchange (NSE) have been organizing various investment awareness programs to spread the awareness and knowledge regarding investments.

1.2 LITERATURE REVIEW

Bairagi and Rastogi (2013) analyzed the saving pattern and investment preferences of the 526 individual household investors in Pune City. They found that most of the investors preferred Bank Deposits as their first choice of investment, Next to bank deposit, small saving scheme constitute the second choice of investment among the investors. The investment product such as company deposits, mutual funds, bullions, real estate, corporate securities, equity shares and preference shares received the fourth, fifth, sixth, seventh, eighth, ninth and tenth places respectively. It is evident from the preference expressed by the investor that the capital market securities, like corporate debt securities, equity shares and preference shares are not popular among the investors.

Puneet Bhushan (2014) investigated the investment preference of 516 salaried individuals involved in government and non-government job in Himachal Pradesh. He found that Bank Fixed Deposits ranked as first, Savings Account ranked as second, Life insurance ranked as third, Post Office Savings ranked as fourth, Public

Provident Fund ranked as fifth, National Savings Certificate ranked as sixth, Kisan Vikas Patra ranked as seventh, Pension Funds ranked as eighth, Mutual Funds ranked as ninth, Stock market ranked as tenth, Bonds ranked as eleventh, Debentures ranked as twelfth, Commodity Market ranked as thirteenth and Forex market ranked as fourteenth among investors preference with respect to the investment avenues

Becker (1998) conducted a study on the Internet use by 2250 teachers from public and private schools in the U.S. The study revealed that 90% of the teachers had Internet access. More than half of the teachers (59%) had Internet access at home. A majority of the teachers (68%) used Internet to find information resources for preparing their lessons.

Singh (1998) conducted a research study on the use of Internet by the librarians in Malaysia. The main findings of the study indicated that 90% of the respondents used the Internet for work related purposes. Most of the respondents were recent users.

1.3 RESEARCH OBJECTIVES

1. To study the investment habits of college teachers.
2. To find out the degree of Investment awareness among the various segments of college teachers.

1.4 HYPOTHESIS

Ho: There is sufficient Awareness about the Investment among the college teachers in Pune District.

H1: There is Lack of Awareness about Investment among the college teachers in Pune District.

1.5 STATEMENT OF THE PROBLEM

Savings (or) Investments are acknowledged as powerful tools in the alleviation of poverty. Investing even a small amount can produce considerable rewards over the long-term. But we need to make the decision of how much to invest and where to invest. To choose wisely, we need to know the investment options thoroughly. But there will be confusion among the teachers for the selection of best investment avenues and this is the major problem of the teachers. While investing money, the teachers are having a lack of awareness of investment alternatives. When they take investment decisions they have to pay more attention to safety, liquidity, returns, risks, tax benefits and so on in addition to the investments option. The above factors will confuse the teachers while investing the money. The teachers should be careful in selecting the investment avenue. He should exercise his skill, knowledge and experience in choosing the investment opportunity. In this context, the present study "A Study of Investment Awareness among the College Teachers in Pune District" becomes highly essential.

1.6 RELEVANCE & IMPORTANCE OF THE STUDY

Teaching is the one the most popular profession across the globe. Teachers are an important force in our society, not only because of their sheer numbers but much more because they are guarantors of the education of future generations, especially in the developing countries like India. A teacher enjoys the privileged position of unleashing the human potential of students (learners) within the formal education system and thereby transforming the individuals, families, communities and society-at-large. The competency of the teacher is a major determinant of the quality of the education. Teacher's professional advancement is decided by many factors. One of the main factors which strongly influence the efficiency of teacher is his quality of life. The quality of one's life is closely tied to the level or standard of living maintained by that person. The presence or absence of certain material items, such as home, cars, jewellery is commonly associated with standard of life. The ability to spend money for entertainment, health, education, variety in life, art, music and travel also contribute to the standard of life. Large expensive or fancy items are viewed as evidence of high standard of living (Lowarence J Gitman, 1981). Thus management of personal finance i.e. income, consumption saving and investment has a great impact on standard of living.

Indian economy is growing significantly. It has various investment options. The study has been undertaken to analyze whether the investment avenues have gained importance among the teachers (or) not. Against this back drop of the research, the researcher tries to find out the investment preference of the respondents of Pune District.

A. WHAT IS SAVING?

It is the process of setting aside a portion of current income for future use, or the flow of funds accumulated in this way over a given period of time. Saving may take the form of increases in bank deposits, purchases of securities, or increased cash holdings.

B. INVESTMENTS

In Economics, Investment is related to saving and defers consumption. Whereas, in Finance, investment means putting money into something with expectation of profits, usually over longer term.

DETAILS OF INVESTMENT OPTIONS

- **Equity:** Equity is an investment opportunity which is able to offer the highest possible returns but is very risky equity market is volatile. one can purchase and sell the share through BSE/NSE
- **Mutual Funds:** Mutual funds offer moderate returns but are less risky compared to equity investments. They can offer a return between 12-30% annually in good times. May be even higher in good times and negative returns of 5-10and annually.
- **Bonds:** These have very less risks so offers lower returns. The return from bonds ranges between 7-10% annually.
- **Commodities:** These investments are made in commodities such as rice, wheat, metals. This is very tricky investment. Return from these investments varies between 10-35%. One should be able to understand the weather, crop cycle and market dynamics.
- **Bullion:** Bullion is part of commodities. One can invest in gold, silver and platinum. These fetch high returns but are also very volatile.
- **Futures and Option:** These investments can offer 5-10% return even in a day. This market is also very tricky.
- **Real Estate:** One can also invest in real estate. This investment offers attractive return. But the price fluctuation in bad times very high. And one needs lakh of rupees to get started in this market.
- **Govt. and RBI Bonds:** These offers fix rate of return over period of time.
- **Company Bonds:** These are same as govt. bonds. Only difference is that these are more risky.
- **Post Office Investments:** Generally, post office schemes are also like the commercial bank schemes. Originally institutions called trustee savings banks were operating the savings bank account. These institutions became extinct gradually and the postal department took up the task of providing a facility to save through their post savings accounts. As this account became popular, the Government of India could collect crores of rupees through this account. Apart from this savings bank account, post office offers various schemes which prove to be attractive for the investors who attach utmost importance to safety aspect.
- **Insurance:** Insurance has become one of the most important investment avenues in India. Unit Linked Insurance Plans are very popular in India besides the traditional endowment policies. Provident Funds: This one of the safest long term investment option. This is mainly for retirement purpose.

C. WHY TEACHERS

Teaching is the one of oldest, noble profession across the globe. Teachers are an important driving force and backbone of our society. By indulging in the teaching profession, teachers are able to earn handsomely, at the same time, Teaching is the best job in the world. Watching your students grow and blossom is the reward for hours of prep, marking and meetings. This is the life blood that feeds our heart and makes us want to get up in the morning and do it all over again. The sad thing is that the “juice” is often squeezed out of teachers and teaching. The pressure of targets, league tables and exam results dilutes the magic that is the very nature of a great teacher.

Teachers are on the frontline. If they are not “fit” to cope with the never-ending, ever-changing series of demands and pressures they face moment to moment, they will not provide the quality teaching and learning experience expected of them. They will not be the great teacher they aspired to be when they entered the profession.

According to the Health and Safety Executive, teaching is among the top five occupations affected by work-related stress, with 70% of teachers and lecturers saying their health has suffered because of their job (Labour Force Survey). Former Primary Head teacher, John Illingworth is just one casualty of chronic stress rife in the education system. He believes “Depression, anxiety and burnout have become the teachers’ diseases...” The Teacher Support Network survey stated “Working in education is bad for your health!”

D. WHY PUNE

Pune was the capital of Maratha Empire and is known for its rich tradition of education and culture for several centuries. Pune was realized as a strategic place from army and immunities point of view by the British rules. This military tradition continues today and a number of defense training, research and development laboratories have been established in and around the city.

Till very recently Pune was called the “ Pensioners paradise” and intellectuals know it as the “oxford of the East” the city has a well known university of pune which is one of the Premier institutes in the country, pune has truly lived up to its reputation of being the educational hub of the country. Home to some of the oldest and elite institutions, pune has always attracted students from not just India but from around the world. Imparting knowledge to thousands of students in various he city R&D organizations like national chemical laboratory, Indian institute of science Education and research, ARDE, DRDO National institutes and privately funded colleges. Pune is also now well known as the information Technology hub with companies like TATA consultancy, Infosys, wipro, cognizant, and others in the IT Park Located in the Suburbs. Pune is surrounded by the sahayadri hills and has many sites to visit it is well connected by rail, road and air.

1.7 KNOWLEDGE CONRIBUTION LIKELY OUTCOMES

- Before entering into the stock market, the teachers have to learn a complete knowledge about the stock market.
- The teachers has to invest their money in less risky securities like mutual fund, debenture. Because the above securities have a minimum risk. While comparing equity shares.
- If the teachers invest in gold can opt the gold bars or gold coins because it has no wastages.
- The real estate investors can purchase urban land because it will have increase in value day by day.
- Post office may offer more savings schemes compared with banks. So that the teachers can properly invest their money in postal schemes.
- If the teachers preferred to cover their risk of life and to get tax benefits they can opt the insurance schemes.
- Before purchasing the health Insurance Product, the teachers have to understand the complete health Insurance plan's and Policy's.

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PERFORMANCE INDICATORS OF MUTUAL FUNDS - AN APPRAISAL

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ABSTRACT

The knowledge of financial investment and the art of its management are the key requirements of a successful investor. But the performance of mutual fund is influenced by various factors such as turnover, expense ratio, load status, fund manager's ability to time the market, trend of market phase etc. and understanding of these factors will also help to the fund houses to undertake necessary strategies with regard to attract the investments in the mutual funds. Keeping this in mind, present study seeks to explore various factors that have a bearing on the performance of mutual funds and analyzing their relationship on mutual fund performance. It is found that, past performance have a positive bearing on the future performance, good performance was associated with low expense ratio and not with the size, the average return from the schemes were below than that of their benchmark and poor diversification of mutual funds.

Keywords: appraisal, mutual funds, NAV and associated charges, performance indicators, relationship with performance.

JEL classification codes: G2, G23, G230

I. INTRODUCTION

Investment in an economic sense is an employment of funds in a real asset or financial asset for the purpose of multiplication of funds and investment involves risk and gain. The success of an investment activity lies on knowledge and ability of the investor to invest the right amount in the right type of investment that means choosing the right alternative and in the right time. The knowledge of financial investment and the art of its management are the key requirements of a successful investor. Owing to lack of adequate knowledge and professional expertise, the common investors are hesitant to invest in financial assets particularly in corporate securities. However, the advent of mutual funds has helped in bridging the gap and diversifying the risk and it is growing as a preferred investment avenue. Globally mutual funds as an intermediation mechanism have a unique role in the economy and capital market is an important player of a healthy economy. Mutual funds as a financial intermediary play a significant role in mobilising household savings for deployment in the capital markets. It pools investors' funds for investment in capital market under the supervision of an investment manager. However, the flow of investment or the demand of investment in any instrument is affected by its performance and in the parlance of mutual fund; this performance is measured in terms Net Asset Values (NAV). NAV of mutual fund is determined by deducting all expenses from the total assets and dividing the results by the number of units held by the unit-holders. Since NAV of mutual fund is a dependent variable, hence it is in turn affected by various factors such as turnover, expense ratio, load status, fund manager's ability to time the market, trend of market phase etc. Proper knowledge about these factors and their relationship with performance of mutual fund will help the investors to make investment decisions profitable. Moreover, this understanding will also help to the fund houses to undertake necessary strategies with regard to investment decisions so as to improve the performance of mutual fund.

In this paper a modest attempt has been made to explore the various performance indicators and analysing the relationship of mutual fund indicators' on their performance. Remainder of this article is organised as follows. Section II outlines an understanding about the concept of NAV. Section III and IV indicates objectives and methodology adopted for the study respectively. In section V need for undertaking the study has been explained. Section VI gives an appraisal of various studies has been exhibited followed by an analysis of mutual fund indicators. The major findings drawn from the appraisal of past studies has been listed in section VII. Lastly, in the eighth section we conclude by giving the most important results of the study and we raise some issues for future discussions.

II. NET ASSET VALUE (NAV)- A MEASURE OF OPERATIONAL EFFICIENCY

NAV is the cumulative market value of the assets of the fund net of its liabilities and it is used to measure the operational efficiency of mutual funds. NAV per unit is simply the net value of assets divided by the number of units outstanding. Buying and selling into funds is done on the basis of NAV-related prices. Calculated on a daily basis considering total assets and any accrued earnings, after deducting liabilities; the remainder is divided by the number of units outstanding. NAV is considered as the most reliable indicator of mutual fund performance. It is the price at which an investor can buy or sell a unit of mutual fund scheme. NAV of a scheme

is also affected by factors such as: purchase and sale of investment securities, valuation of all investment securities held, other assets and liabilities, and units sold or redeemed.

The following recurring expenses are charged against the schemes which have a direct bearing on NAV of a scheme (**Pathak, 2013**):

- Marketing and selling expenses (including distributors' fees)
- Brokerage charges
- Registration charges
- Audit fees
- Custodian fees
- Expenses on investors' communication
- Insurance premium paid by the fund
- Cost of statutory advertisement

Expense Ratio: It is the charge against net assets of the fund incurred by a mutual fund in managing a fund expressed in terms of ratio. It is an operating cost associated with the fund and is deducted from the fund's net assets and thus lowers the return to the unit-holder. Expense ratio is the cost of owning a fund. It includes expenses such as management fees, i.e., salaries and bonuses paid to top management and sales personnel, administrative costs, i.e., custodian charges, legal and audit fees, marketing and selling expenses and other miscellaneous expenses and commission paid to the distributor. Mutual fund house discloses the expense ratio once every six months and funds having separate investment objective charges separate ratio as permissible. However, SEBI Mutual Fund Regulations permit equity funds to charge a maximum of 2.5 per cent while, for debt funds, a maximum of 2.25 percent as expense ratio. Expense ratio is also different for actively managed funds and passively managed funds and it is higher for former and lower for later such as index funds.

Entry and Exit Load: Mutual funds incur various expenses relating to brokerage, marketing expenses, and coordination expenses. These expenses are known as *load* and are realized by the fund when it sells the units to investors or repurchases the units from withholders. In other words, load is a charge assessed by certain mutual funds to cover their selling costs or repurchase costs. Loads are of two types: front-end-load and back-end-load. Front-end-load is an expense charged to the investor at the time when he invests fund into the scheme, while, back-end-load is a charge collected from an investor when he exits from the scheme. Schemes which do not charge a load are called 'no load' schemes.

Besides, NAV of a mutual fund scheme is also very much influenced by the market movements and therefore, all such investments in mutual funds are subject to market risks and as a result the return earned usually reflected as Net Asset Values (NAVs) of the schemes may undergo variations in the form of up or down depending upon the factors and forces that affect the securities market including the fluctuations in the interest rates. Thus, NAV is the centre of concern of mutual fund investment for capturing attention of every potential investor but besides the NAVs, the investor should look at average returns and volatility of the returns given by the fund. Because a fund giving consistent returns is better than a fund whose returns are highly volatile. Moreover, the returns given by the fund should be compared with benchmarks in order to assess the deviation of actual return from the standard. Before putting investment decision, an investor should also study the past performance track record of the scheme and also compare its performance with other schemes having similar investment objectives. Although, the past performance of the mutual fund is not necessarily indicative of future performance of the scheme, he should also look at the quality of the scheme portfolio, i.e., investment made in each security such as equity, debentures, money market instruments and government securities, their quantity, market value, and percentage to NAV because level of risks varies according scheme portfolio, portfolio composition, objectives etc. For instance, in case of debt-oriented scheme, the investor should look into the rating of the debt instrument; s/he should also check whether the scheme is open-ended or close-ended. If it is a close-ended scheme, s/he may have to pay an exit load. When choosing a fund, an investor should also look into the expense ratio- the cost he pays towards the services s/he avails of from mutual funds. A high expense ratio lowers the rate of return of schemes and a lower expense ratio boosts the rate of return. For debt funds and index funds, expense ratio is more important (**Pathak, 2013**).

Apart from assessing the risk profile of the scheme, an investor should also take into account his risk-taking capacity, objective of investment, age, lifestyle, and cash flow requirements before making a choice of

particular scheme. Asset allocation, which is a function of risk appetite and goals, contributes more than 90 percent to the portfolio's returns. A young investor with an above average risk appetite may go for growth oriented scheme or an investor nearing retirement may prefer debt-oriented scheme or fixed maturity plans. If an investor prefers cash flow at regular intervals, he may look at dividend plans as most give payouts at least once a year. Mutual funds should be looked at from a medium-term to long-term perspective and investors need to go for a careful combination of different themes and sectors. Investor should design a well-balanced portfolio and rebalance it on a regular basis (**Pathak, 2013**).

For investing a sum in a particular scheme of mutual fund, an investor needs to time the market correctly so as to assess whether the market is going to move up, down or sideways. For instance, if the investment is done when the markets are at high levels, the investor has to bear increased risk on account of volatility of markets. Therefore, risk in mutual fund is confronted on account of volatility of return, while, return of the mutual fund is either distributed among the unit holders in the form of dividend or re-invested in the fund (**Pathak, 2013**).

Portfolio performance evaluation is a feedback and control mechanism and is used by the portfolio managers and investment analysts for effective investment management. In case of mutual funds, fund managers act in a judicious manner so as to bring about ultimate return to the investing community. Thus, it is of paramount importance that the performance of such funds is evaluated. However, two major factors which have a bearing in the performances are- the rate of return earned and the associated risk over the relevant period. Return in mutual funds is reflected on change in NAV which is defined to include changes in the value of the fund over the performance period plus any income earned over that period and risk is the variability surrounding the return.

III. OBJECTIVE OF THE STUDY

The primary objective of the study is to explore various factors that have a bearing on the performance of mutual funds and analyzing their relationship on mutual fund performance with a view to have further advancement of study of mutual funds in the same sector. Further, the study also attempts to indicate the common characteristics about the mutual fund concepts.

IV. METHODOLOGY

The present study is an exploratory in nature using secondary data. In order to attain the objectives of the study, the researcher has relied on available literatures obtained from various journals, websites, annual reports published by Securities Exchange Board of India, unpublished works etc. which have collected through secondary data source. The collected literatures have been reviewed to draw the findings and are depicted with the help of table.

V. NEED OF THE STUDY

Mutual fund investment is quite popular among small and household investors, who mobilize their savings for investment in the capital market. The majority investors of India belong to middle class families who want to yield the maximum returns on their investment by taking the less risk. In banks and post offices, investment is safe but due to lower interest rates it is less attractive while in mutual funds through professional and sound portfolio management, it reduces the risk and yields higher rate of return on the investment. However, mutual fund investments are also not free from risk and the performance of such investment is influenced by many factors. The present study is an attempt to indicate the factors affecting performance of mutual funds. And identification of these factors will help to investors and policy makers for proper investment planning. This study will also help to the researchers to test empirically the significance of these factors on the performance of mutual funds.

VI. STUDIES ON PERFORMANCE PARAMETERS OF MUTUAL FUNDS

The performance evaluation of mutual funds has been an enormous interest to researchers and investors all over the world, as it is a widely discussed issue in the field of finance. The investment performance of mutual funds has been so far extensively examined in the developed capital markets. An appraisal of several studies relating to mutual funds performance has been categorically discussed depending on study parameters as follows:

5.1 PERFORMANCE PERSISTENCE

In common parlance, past performance appears to provide a basis for predicting future performance. In the context of investment performance persistence connotes indicating future performance on the basis of past performance. Persistence may be positive or negative, a positive persistence indicates if a mutual fund performed well in the past, it will continue to outperform in the near future and vice-versa.

The major findings of the earlier studies carried out in this context revealed that differences in performance between funds exist over time. **Sharpe (1966)** found that funds ranking low in the early period tend to rank low in the later period, while those ranking high in the early period tend to rank high in the later period. In their study **Grinblatt and Titman (1992)** and **Grinblatt and Titman (1993)** found the evidence but the results are different. Later on they suggested that there is weak evidence of persistence within the categories and the strongest evidence of abnormal performance was found in the aggressive growth category of fund. **Brown and Goetzmann (1995)** found the evidence of performance persistence, especially in losing mutual funds while, **Carhart (1997)** found persistence in mutual fund performance mainly for the short time period due to the use of momentum strategies. Findings of the study carried out by **Bollen and Busse (2004)** indicated that, superior performance appears to be a short-lived phenomenon concentrated in the immediate following quarter and performance persistence vanishes when performance is measured over longer periods. **Lakshmi, et. al., (2008)**, **Soongswang and Sanohdontree (2011)** and **Goel, et. al., (2012)** have found the presence of performance persistence and are significantly positively correlated with the past performance and they suggested to use the results of fund performance analysis as an investment guide for further investment.

5.2 FUND MANAGER'S STOCK SELECTION ABILITY

The empirical studies emphasized that, confidence and loyalty of fund manager affects the performance of mutual funds. Also findings observed that optimal portfolios are substantially affected by prior beliefs about pricing and skill. For timing the market and to improve the performance of mutual funds schemes, various studies suggested to incorporate conditioning lagged information. Again, performance can be improved by the fund manager by adopting market timing strategy so as to minimise systematic risk. In this context, the findings of the study conducted by **Chang and Lewellen (1984)** indicated that, fund managers have been collectively unable to outperform a passive investment strategy. **Grinblatt and Titman (1989)** emphasized that the risk-adjusted gross returns of some funds were significantly positive. In their study, **Anand and Murugaiah (2006)** by their examination revealed that mutual funds were not able to compensate the investors' expectation for the additional risk that they have taken by investing in mutual funds indicating lack of superior stock selectivity among mutual fund managers. **Tripathy (2006)** observed that the fund managers have not been successful in timing the market correctly. No significant difference in risk adjusted performance between team- managed and individually- managed funds is observed in the study by **Bliss and Schwartz (2008)**. **Kundu (2009)** by applying Jensen and Fama models found insignificant evidence in support of superior stock selection ability of the mutual fund managers. An empirical evaluation of the study carried out by **Murhadi (2011)** exhibited that out of data set of 55 mutual funds only 4 mutual funds demonstrated a good performance in market timing and 4 mutual funds showed a good performance in stock selection.

5.3 INVESTMENT STYLE

According to investment objectives, mutual funds schemes have been classified as- growth schemes, income schemes and balanced schemes. Various studies over the time have been conducted to analyse the performance between different investment objectives and accordingly the interpretations are drawn. In an early study, **Chang and Lawellen (1984)** examined the performance of mutual funds for different investment objectives and found similar results for all the investment classes. The findings of the study carried out by **Rao (2006)** revealed that, the significant performance differences exist between the Growth plans and Dividend plans of equity schemes. In their study, **Bhuvaneswari and Selvam (2011)** indicated that, the performances of majority of the sample *equity schemes of dividend options* were not significantly related to their market movements during the study period. In another study, **Chary and Masood (2011)** found that, performance of equity funds is positive followed by debt and balanced funds. **Loomba (2011)** in examining the performance of large cap equity fund schemes of Franklin Templeton in India found that schemes were unable to provide higher return than index (Nifty) return and thus underperformed.

5.4 ASSET SIZE

Asset size of a mutual fund is the total market value of all the securities held in its portfolio and this value is an indicator of growth of the mutual funds. A good number of studies have been attempted to find out the relationship between asset size and the performance of funds. Among these, **Sharpe (1966)** found significantly positive relation exhibited by positive correlation coefficient based on actual values between size of mutual funds and their performance. **Kleiman and Jun (1988)** in their study statistically found that smaller funds have higher mean returns but appeared to be less well diversified. **Grinblatt and Titman (1989)** found that the smaller funds achieved significantly better risk-adjusted performance revealing an inverse relationship between size and gross returns. In 1996, **Panigrahi (1996)** indicated that, investments in mutual funds carry less risk than the equity market. **Sivakumar, et.al., (2010)** in their study, revealed that there is significant contribution by public and private participants for the growth of the mutual fund industry in India. In a recent study, **Abbasi,**

et.al., (2012) found no significant relationship between fund size and performance. On the other hand, **Goel, et.al., (2012)** in their study found positive relation between asset size and performance of the scheme and also the funds with larger asset size have performed better than the funds with smaller asset size.

5.5 EXPENSE RATIO

It is an operating cost charged against the fund and thereby lowers the return to the unit-holder. In the relationship between fund expenses and performance, different researchers have different opinions. According to **Sharpe (1966)**, good performance is associated with low expense ratios. In their study, **Grinblatt and Titman (1989)** identified that, there is no relationship between expense ratio and mutual fund performance. The empirical analysis of the study (**Goel, et. al., 2012**) revealed that the performances of the mutual funds were negatively related with the expense ratio of the scheme.

5.6 OWNERSHIP OF MUTUAL FUND

The sponsors of the firm may include domestic, foreign, joint, private or public. Researchers have also extended their attention in indicating the performance of fund ownership. The empirical results obtained in the study by **Boudreaux, et.al., (2007)** indicated that foreign mutual funds outperformed U.S. mutual funds in nominal and risk-adjusted terms. **Debasish (2009)** found in their study that Franklin Templeton and UTI being the best performers and Birla Sun Life, HDFC and LIC mutual funds performed below-average. In this context, **Bawa and Brar (2011)** and **Jain (2012)** concluded with the findings that private sector funds are at the forefront in providing composite returns to its investors. The findings of the study by **Tomar (2012)** revealed that the performance of private sector mutual funds has been superior to public sector mutual funds and is found to be more efficient allocator of investors' resources. On the contrary, the findings of the study by **Lohana (2013)** on the basis of risk-return relationship models revealed that, returns of all funds are more than market index returns and average market returns of public and private funds are equal.

A summary result of some pertinent studies on various performance indicators has been presented in following table

Table- 1: Summary Result of Some Prominent Studies on Performance Indicators

Performance Indicators	Authors	Period covered (No. of funds)	Type of funds/ (Nature)	Relationship with performance
Persistence (past performance)	Sharpe (1966)	1954-63 (34)	All (open-ended)	Positive relationship
	Grinblatt and Titman (1992)	1974 – 84 (279)	All	Yes
	Grinblatt and Titman (1993)	1974 – 84 (155)	All	Weak evidence
	Brown and Goetzmann (1995)	1976-1988 (372 – 829)	All Stock (sector funds)	Relative performance
	Carhart (1997)	1962-1993 (1,892)	Equity	Yes, in short-term period
	Lakshmi, et.al. (2008)	1998-2006 (7)	Growth	Positive Relationship
	Soongswang and Sanohdontree (2011)	2002-2007 (138)	Equity (open)	Positive relationship
	Goel, et. al., (2012)	2006-2011 (160)	All (open-ended)	Positive relationship
Fund managers' stock selection ability	Chang & Lewellen (1984)	1971-1979 (67)	All	Negative relationship ¹
	Grinblatt and Titman (1989)	1975-84 (157)	Growth stock	Significantly positive relationship
	Anand and Murugaiah (2006)	1999-2003 (113)	Equity	Poorly managed
	Bliss and Schwartz (2008)	12 years (3,000)	Equity	Positive

	Kundu (2009)	2005-2008 (31)	Equity	No evidence
	Murhadi (2011)	2008-2009 (55)	Equity	Positive relationship
Investment style	Chang and Lawellen (1984)	1971-79 (67)	All	Not tested
	Charry and Masood (2011)	2000-09 (43)	All	Positive relationship in case of equity funds and poor relationship in case of debt and balanced funds
	Rao (2006)	2005-06 (42)	Equity	Significant relationship between dividend and growth plans
	Bhuneswari and Selvam (2011)	2002-07 (35)	Equity	Poor relationship
Asset Size	Sharpe (1966)	1954-63 (34)	All (open-ended)	Positive relationship
	Kleiman and Jun (1988)	1970-84 (64)	No load funds	Smaller funds provided higher returns
	Grinblatt and Titman (1989)	1975-84 (157)	Growth stock	Inverse relationship
	Abbasi et.al., (2012)	2007-11 (69)	All	No relationship
	Goel, et. al., (2012)	2006-2011 (160)	All (open-ended)	Positive relationship
Expense ratio	Sharpe (1966)	1954-63 (34)	All (open-ended)	Inverse relationship
	Grinblatt and Titman (1989)	1975-84 (157)	Growth stock	No relationship
	Goel, et.al., (2012)	2006-2011 (160)	All (open-ended)	No evidence
Ownership	Boudreaux, et.al., (2007)	2000-2005 (10)	Index Funds	Positive
	Bawa and Brar, (2011)	2000-2010 (5)	Debt	Positive relationship in case of Private funds and poor relationship in case of public funds
	Jain (2012)	1997-2012 (45)	Equity	Positive relationship in case Private funds and poor relationship in case of public funds
	Tomar (2012)	2005-2010 (57)	All (open-ended)	Yes

Source: prepared from various research studies.

¹ Few managers performed positive market-timing skill, while collectively unable to outperform

VII. MAJOR FINDINGS

The work on review of literature has been arranged in different parameters so as to address the main focuses based on the purpose for which studies had been examined. The major empirical findings of the past reviews have been listed below:

- Portfolio variables such as NAV, expense ratio, load, asset size, price movement and market-timing ability of fund managers' contribute more to the performance of the mutual funds. Further, past performance is also one of the indicators of future performance.
- Majority of the studies found a positive relationship between persistence and performance of mutual funds and supported the evidence of positive performance persistence. Also, findings of the study indicated that performance persistence is a short-term phenomenon. Thus the reviews have highlighted the need for studying price movement before taking investment decisions.

- In most of the cases, the average return of the schemes were lower than that of their benchmark portfolio and have under-performed the market due to inadequate diversification and thus their movement were not significantly related. The previous studies emphasized to adopt the market timing strategy so as to diversify the total risk because due to lack of superior stock selection ability of the fund managers, mutual funds were not able to compensate investors' expectation for the additional risk that they have borne and thereby, the funds were not well diversified.
- The past studies also validated a strong argument that fund performances are not affected by the size of the assets and are independent irrespective of their ownership.
- Style of investment objective is an important determinant factor influencing investment decisions which also matters in the performance of mutual funds schemes. And accordingly, performance of mutual funds schemes also differs from one style to another.
- The review of literature ensures that, although investments in mutual funds carry less risk than the equity market and at least near- stock-market return under normal market conditions, the growth of Indian mutual fund industry is significant and still untapped.
- The confidence and loyalty of fund manager rewards or affects the performance of mutual funds and the optimal portfolios are substantially affected by prior beliefs about pricing and skill. For timing the market and to improve the performance of mutual funds schemes, various studies suggested to incorporate conditioning lagged information. Again, performance can be improved by the fund manager by adopting market timing strategy so as to minimise systematic risk.
- In employing the surplus savings, investors' emphasizes more on safety of principal, liquidity and then capital appreciation. Also it is evident from the studies that, investors prefer open-ended schemes than the close-ended schemes. Further, the past studies indicated that, investors are not fully aware of mutual fund products and thus have a low level of information about the benefits of mutual funds which highlight the need for conducting various awareness programs.

Therefore, from the above findings we may put forward the following *characteristics of mutual funds*:

- (i) The demand for mutual funds is influenced by factors such as NAV, expenses ratio, load, asset size etc. Apart from these, performance persistence is another factor that influences investment decision.
- (ii) Inadequate diversification is another feature for poor performance of mutual funds.
- (iii) Different investment options with multiple frequencies of mutual fund schemes perform differently.

VIII. CONCLUDING REMARKS AND DIRECTION FOR FUTURE RESEARCH

NAV is regarded as the performance barometer of any mutual fund and is duly influenced by various factors indicated above. The aforementioned studies indicate that, equity funds are managed funds in terms of risk than debt funds. Again, it is found that there is significant performance difference exist in the investment style such as dividend and growth. The reviews of earlier studies have dealt with predictability of performance, persistence in performance and market timing ability. The appraisal of studies reports that, past performance have a positive bearing on the future performance, good performance was associated with low expense ratio and not with the size, the average return from the schemes were below than that of their benchmark, lack of superior stock selection ability funds were not well diversified. Also, the reviews emphasize the need for compensating investors' expectation for the additional risk they are undertaking by not investing in other investment avenues, adopting market timing strategy so as to diversify the total risk, analyzing investment styles which have a bearing on the performance of mutual funds schemes. Further, it is observed that, as very few studies are available on evaluating the efficiency of the schemes hence, research on examining efficiency in generating return in response to various attributes such as expense ratio, load fee etc. may be carried out as future scope of research.

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GROWTH AND TREND ANALYSIS OF WHEAT ECONOMY OF INDIA

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ABSTRACT

Wheat is almost grown in every state of India but intensively of production is differ across the state because of the various reasons like rain, climate, quality of soil, facilities provided by the Government and price of the wheat. Here study tries to analyse the trend of wheat production, its growth rate and to see the export of wheat production over the year. To fulfil this objective data has been taken from the different secondary sources. Further data has been analysing by using growth model and trend line method. This paper has concluded that over the year the production of wheat is showing a positive trend. It is also examine that over the year export of wheat is showing an increasing trend. It has been found that annual growth rate of wheat is around 2.24 percent which is relative good

INTRODUCTION

Wheat is one of the main cereal crops after rice and it is the stable food grains of India, particularly in the north-western and northern parts of the country. After Russia, the USA and China, India is the fourth largest producer of wheat producer in the World. In the year 2013-14 India stand 2nd position in wheat production in the world which crossed the mark of 95 million tonnes. Wheat is the important Rabi crop which is grown in September and harvested between February and May. According to Indu Sharma head of the directorate of Wheat research "If there is no bad weather situation, wheat productivity should be 3.2 tonnes per hectare, an increase of 10 percent over the previous year". Wheat is grown on more land area than for all other commercial food. World's trade on wheat is greater than any other crops combined or we can say that wheat has high demand in the world.

Wheat is the staple diet for the majority for the world population and it is the major source of calories, carbohydrate and some proteins for the population of the developing counties. Over the year it has been found that production of wheat has increase and its area under cultivation also show a positive trend. During the year 1950-51 to 2000-01 food grain production grew at the annual rate of 5.36 percent out of which wheat production is grew at the annual rate of 2.68 percent. India annual wheat production has been around 72 million tonne for the few years which show some minor variation between the years. India share with world wheat production is around 12 percent. But one of the facts is that India is also the second largest wheat consumer after China, with show rapid increase in demand. With wheat production of 70 to 75 million tons annually and a large demand, India's wheat economy is now the second largest in the world. The marketed surplus from the production has also been rising and it is estimated that about 60 to 70 percent of the production now comes to the market (India, Directorate of Economic and Statistics 2002).

Wheat is the most important cereal which grown in winter season and it is the less vulnerable to yield fluctuation than other crops. Another feature of wheat production is that it has substantial production across the state. Haryana and Punjab show the highest yield of wheat production in India which is 3660kg/hectare and 3853 kg/hectare respectively. But production of wheat is high in Uttar Pradesh which constitutes around 36 percent followed by Punjab (19 percent), Haryana (11 percent) and Madhya Pradesh (11 percent). One of the factor which yield high level wheat production in Haryana and Punjab are the implementation of the Green Revolution has tremendous success in this state as compare to other state of India.

REVIEW OF LITERATURE

Nasurudeen, Kuruvila, Sendhil, & Chandrasekar, (2006), Study found that due to the increase in the population, the consumption of the food grains increase constantly. Study also highlighted that due to the income difference among rural and urban people the consumption pattern is different in rural and urban people.

Gandhi & Koshy, (2006), study examines the wheat marketing in India, focussing on efficiency and quality and the private marketing system. Study found that the majority of farmer sells in the nearby market rather than to the village traders. Study also found that consumer is more conscious about the market price of wheat. Further study found that village traders and commission agent are relatively satisfied.

Chand, (2001), in his study found that country production over the last four decade show an positive trend as a result country are able to meet domestic demand as well able to export wheat to different countries. India shows a tremendous improvement in the exporter of wheat.

Ramdas, Singh, & Sharma, (2012), examined the performance of wheat production in India. Study used the secondary data from the different sources. Compound Annual Growth Rate and Instability (Cuddy -Della Valle

Index has been used to analyse the data. The overall performance of wheat in term of growth in area, production and productivity indicate significantly positive growth. The state Haryana, Punjab and Rajasthan Show the highest productivity as compare to other state of India.

Patil & Khobarkar (2013), in their study attempt to examine the technical efficiency in wheat production of Amravati Division. Study suggests that with efficient use of productive resource income and productivity of would be increase. Further study found that 15 percent is inefficient in the production of wheat in the Amravati Division which means that 85 percent efficient in the wheat production.

Murthy, Anand, & Manjuprasad, (2014) paper examines the performance or trend of agricultural growth and production in India. Study found that over the year the Agricultural production has increase from during the three decades. Study found that production of Rice is higher than the production of Wheat.

Nagarajan, (2015) study tried to examine is India produce enough wheat even by 2020. Study analyse that India became the self sufficient in the wheat production if farmer uses the modern technology that created the wheat revolution. Finally study suggested that over the year wheat production is increase in India.

OBJECTIVE OF THE STUDY

- To examine the trend line on wheat production in India
- To find out the growth rate of wheat production in India
- To highlight the export of wheat from India

METHODOLOGY

The present study is based on secondary data. The secondary data has been collected from different government report, article and CMIE. The study has tried to cover the year 1986 to 2015. Further collected data has been analysing by using trend line, growth model and ordinary least square method.

To measure the growth the following model has been used:

$$Y_t = ab^t$$

Where, Y_t Production of Wheat and area of cultivation

t is Year ($t = 1986-87, \dots, 2013-14$)

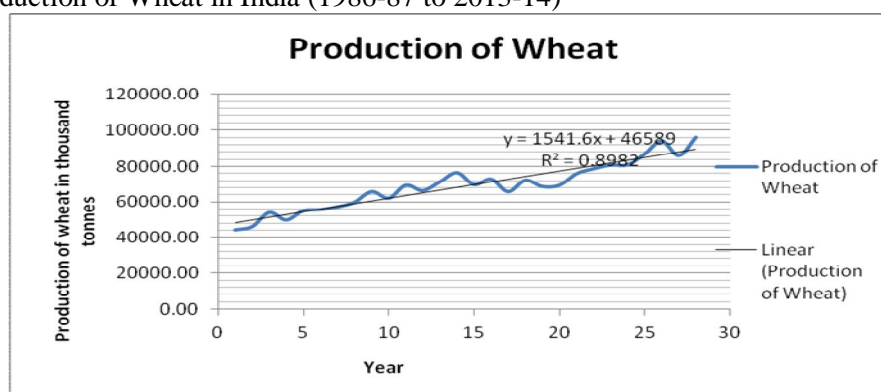
'a' is efficiency parameter

And our OLS model is $Y = \beta_1 + \beta_2 x_i$, where Y is the dependent variable that is export and β_1 is constant, β_2 is the slope coefficient of independent variable that is production of wheat. Further data has been analysing by using software Eviews7.

RESULTS AND DISCUSSIONS

Wheat is the one of the stable crop in India and wheat output steadily increase until 2000 and thereafter it shows minimum variation in the production of the wheat. In the year 2013-14 wheat production of India is around 95850 thousand tonnes and it was declined in the next year by around 90 thousand tonnes. This fluctuation is due to the decrease in the area of production of wheat. Below trend line show the production of wheat from the year 1986-87 to 2013-14.

Trend line on Production of Wheat in India (1986-87 to 2013-14)



Source-CMIE, Annual Report Directorate of Food Research, 2011-12

Figure-1

From the above result we see that production of wheat is cyclical in nature and it has been found that the $Y = 1541x + 46589$ which implies that if the time is span by one year than on an average the production of wheat is

increase by 154 million tonnes and it may due to the efficiently utilisation of the given technology of production by the farmers of India. We can also notice from the above figure that wheat production is consistence in before 1995 but after it has been find there is no consistency in the production of the wheat, which may be addressed as a one of the cause of slow increasing trend of wheat production in India.

Annual Growth of Wheat Production

Our growth model is, $Y_t = ab^t$

Where: y = production of wheat, a = constant, b = regression coefficient.

Table-1: Annual growth of wheat production

Dependent Variable: LOG(PROD)				
Method: Least Squares				
Date: 06/06/15 Time: 11:51				
Sample: 1986 2014				
Included observations: 29				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-33.576	3.77766	-8.888	0
YR	0.02245	0.00189	11.8225	0
R-squared	0.8587	Mean dependent var	11.0856	

From the above result it has been found that growth rate of wheat is increase by 2.24 percent annually. And the value of r square is 0.85 that is 85% implies that dependent variable that is production of wheat is 85 percent explained by independent variable which is area under wheat production and it also suggest that the model is good fit.

Area of Production of Wheat (000 tonnes) and yield Kg/hectare

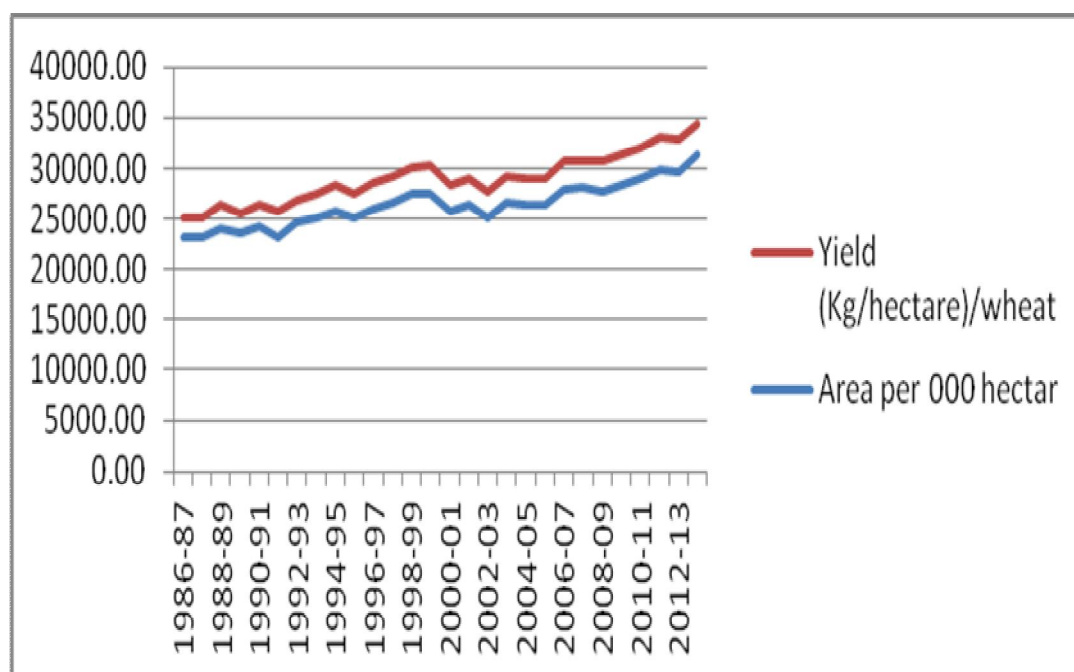


Figure-2

It has been seen that over the year area under wheat production is consistent with little variation in some of the year. In the year 1986-87, the area under cultivation of wheat is about 23131.20 thousand hectare followed by 23062.70 in next year. Now in the year 2013-14 the area under wheat production goes up to 31370 which shows an increasing trend. The yield kg per hectare is increasing over the year it may be due to the policy implemented by the government such as green revolution in the 1960s which boost of the production of the wheat India.

Export of Wheat (000, tonnes)

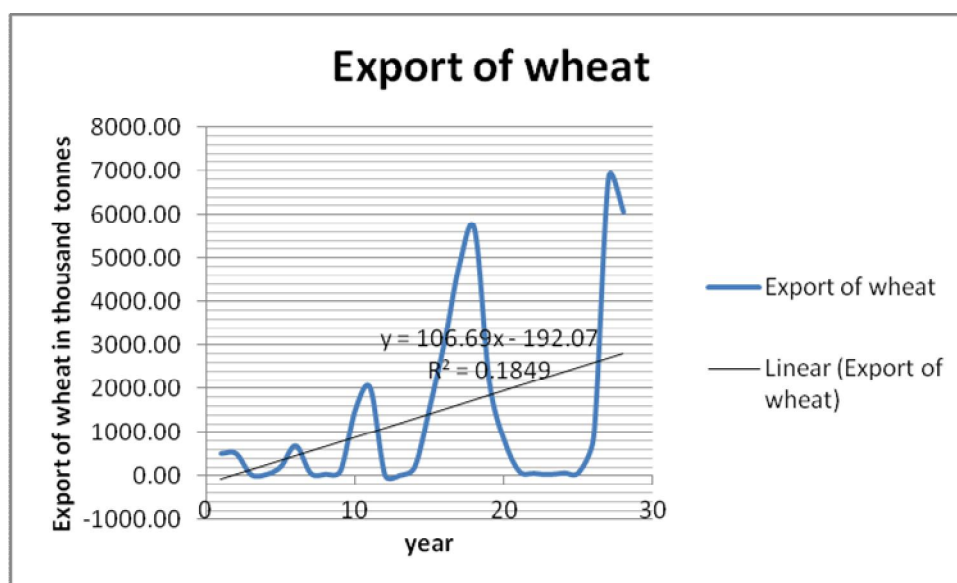


Figure-3

It has been observed from the above figure that export of wheat is not consistent over the year. In some year it is observed that export of wheat is 7000 tonnes but for some year it was zero it may be due to the low production of wheat in the country or it may be due to the demand factor. It has been observed from the above figure that our model is $Y=106.6x+192$ which implies that if the time is span by one year than on an average export of wheat is increase by 106 thousand tonnes.

CONCLUSION

Wheat is the stable food of India after rice and it now crucial to India food security and economy. The production of wheat increase from 6 million tonnes in 1950-51 to 70-75 million tonnes in the year 2000 and now recently in the year 2013-14 it production is increase to about 95 million tonnes which is good for India food security proposes. Production of wheat may be increases due to efficient use of technology and area under wheat grown increases. In case of India both technology and area are played a crucial role wheat production increase. Export of wheat from India also shows an increasing trend over the year with little or no import of wheat from outside.

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PSYCHOLOGICAL CONTRACT & ITS IMPLICATIONS ON FACULTY RETENTION IN UTTARAKHAND HIGHER EDUCATION SECTOR

Shilpi Mittal and Rupa Khanna Malhotra

INTRODUCTION

An organization comprises of a structure (division of work into units and foundation of linkages among units), frameworks (particular methods for dealing with the significant elements of the association) and standards (acknowledged examples of conduct), qualities, and conventions. The faculty members in the association are its best pioneers; they and alternate workers have their own individual needs notwithstanding those of the association. These hierarchical segments – structures, frameworks, culture, pioneer conduct, and mental needs of representatives – collaborate with each other and make what can be called authoritative atmosphere. Authoritative atmosphere goes about as the two means and finishes for hierarchical achievement. While accomplishment of an association relies upon many components, the perpetual accomplishment is the impression of its dynamic, sound and solid authoritative atmosphere portrayed by able and submitted faculty occupied with guiding the association for higher achievement. For as far back as a very long while Uttarakhand belt has made and supported the nature of training in academic institutions. Among the different components that have contributed towards the amazing development of value instruction in this belt, one that obviously emerges is the drawn in representative that the educationists, heroes and professionals have natured, supported unendingly for a considerable length of time. An association's execution is not just dependent upon invigorated worker or the nearness of certain hierarchical and administration attributes, yet in addition relies upon the resolve which oversees optional exertion – the eagerness to go the additional mile. Associations that can make conditions that workers see as benevolent and in which they can accomplish their maximum capacity are viewed as a key wellspring of upper hand. The maintained adequacy of the instructive establishments in the Uttarakhand belt for over three decades is not just the consequence of vital areas, lovely climate or in-your-face advertising yet the drew in representatives that has gone about as a mediating variable in instructive foundations in this belt. There are 300 establishments in Uttarakhand of advanced education. Considering the territory of the state (53,483 km²), rank nineteenth and foundation scarcely seventeen years back; the accomplishment is exemplary. It is presently home to various universities, which traverse crosswise over different subjects and streams. Schools in Uttarakhand are spread over all parts of the state. Regardless of whether it is a residential community or an expansive city of Uttarakhand, they all have either expressions, sociology, law, building, therapeutic, business or news coverage and mass correspondence school to take into account the necessities of advanced education.

This research focuses on the very important key subtopics including Psychological contract, and employee engagement in higher academic institutions in Uttarakhand.

CONCEPTUALIZING THE PSYCHOLOGICAL CONTRACT

The origins of the psychological contract construct date back to the early 1960s. Argyris (1960) used the term *psychological work contract* to describe the mutual respect he observed between foremen and workers and that he gathered from interview conversations. The foremen supported their employees' informal culture norms that they too had experienced before being promoted to their foremen positions. Around the same time, but independently, Levinson, Price, Munden, Mandl, and Solley (1962) also used the term *psychological contract* to describe the observed relationship between employers and employees. Levinson and colleagues reported that employees perceived a number of implied and unspoken expectations from their employer. They defined psychological contracts as "a series of mutual expectations of which the parties to the relationship may not themselves be even dimly aware but which nonetheless govern their relationship to each other" (p. 21). In the late 1980s, Denise Rousseau (1989) described the psychological contract construct as underdeveloped and misunderstood. As a result, she attempted to provide clarity to the construct. A revitalized interest in psychological contracts at the time was also being credited to new people-focused management practices and an economy that was facing increased international competition (Anderson & Schalk, 1998; Cullinane & Dundon, 2006).

LITERATURE REVIEW

Understanding the individual and organizational consequences of breach or violation of psychological contract justifies continuing research into the phenomenon. There are two major reasons why understanding the consequences of the breach or violation is very important. Firstly, organizations are better positioned to manage the expectations employees have and secondly, organizations can implement management practices that will minimize the effect on the organization of breach or violation of psychological contract (Cable, 2008).

Empirical studies and evidence suggest that contract breach results to reduced psychological well-being (Conway, et al 2002, 79). However, organizational breach of psychological contract is associated with reduction in job satisfaction (Johnson & O'Leary-Kelly, 2003, 627; Smithson & Lewis, 2004, 7972; Knights & Barbara, 2005, 57; Bal & Dorien, 2011, 497; Bukhari, Saeed & Nisar, 2011, 8393; Ul-Haq, Jam, Azeem, Ali, & Fatima, 2011, 7980; Conway, Guest, & Trenberth, 2011, 79). When organization breaks their obligation of psychological contract trust is affected negatively (Kingshott & Pecotich, 2007, 1053; Keth, 2011; Walker, 2013, 31). Failure to deliver obligations result to decrease of organizational commitment (Kingshott, et al, 2007, 1057; Battisti, Fraccaroli, Fasol & Depolo, 2007, 665; Cassar & Briner, 2011, 283; Bukhari, et al, 2011, 8390; Ul-Haq, et al, 2011, 7988; Azim & Ahmad, 2011, 228; Lapointe, Vandenberghe & Boudrias, 2013, 1005; McCabe & Sambrook, 2013, 954). On the other hand when employee experienced breach of psychological contract or non-fulfillment of psychological contract their commitment to union or union activities normally increase (Bashir & Nasir, 2013, 61). Breach of psychological contract by organization lowers employees organizational citizenship behavior (Turnley, Bolino, Lester & Bloodgood, 2003, 187; Guest, 2004, 542; Restubug, Bodia & Tang, 2007, 376; Lub, Blomme, & Bal, 2011, 109). Also, previous research findings suggested that non-fulfillment of psychological contract is associated with counterproductive or deviant behavior and unethical behaviors by employees in workplace (Johnson et al, 2003, 627; Hill, Eckerd & Wilson, 2009, 281). In the same direction the study of Chill and Peng (2008, 230) explore the dimensions of deviant behavior in relation to psychological contract, the findings suggested that breach of psychological contract related positively to both interpersonal and organizational deviance. The study of Delcampo, Rogers and Jacobson (2010, 230) suggests that breach of psychological contract by employer is positively related to employee perception of discrimination in workplace.

The results of breach of psychological contract in behaviours, described by Rousseau (1995), are (a) the exit (termination of the relationship), (b) the voice (actions to remedy the violation), (c) the loyalty (silence, willingness to endure), and (d) the destruction (neglect, counterproductive behaviours). Herriot and Pemberton (1995) described those same behaviours as: 'get ahead' (voice), 'get safe' (loyalty), 'get even' (destruction), or 'get out' (exit). The psychological contract breach has influence on some variables. Guest (2004) categorized the outcomes of non-fulfilment between attitudinal consequences and behavioural consequences. Attitudinal consequences include firstly, job satisfaction. When an employee experiences a breach of the psychological contract, the job satisfaction of the employee may be reduced (Robinson & Rousseau, 1994; Gakovic & Tetrick, 2003; Johnson & O'Leary-Kelly, 2003). Secondly, a psychological contract breach results in a negative influence on job attitudes as well as the job behaviour of employees (Robinson, 1996; Robinson & Morrison, 1995).

Behavioural consequences are turnover intentions which get greater when employees' recognition of unfairness gets larger and they feel that the organisation is not likely to keep up an employment relationship (Robinson & Rousseau, 1994; Robinson, 1996; Turnley & Feldman, 2000; Lo & Aryee, 2003) and actual turnover (Robinson & Rousseau, 1994; Robinson, 1996). Kotter (1973) defined the psychological contract as "an implicit contract between an individual and the organization which specifies what each expects to give and receive from each other in the relationship." For example, when a new hire expects to receive a promotion after one year on the job, and the employer is not prepared to give a promotion that quickly, there is a mismatch. When the employer can and does promote the new employee after a year, there is a match. Kotter's research confirmed what most of us would expect—that the greater the matching of mutual expectations, the greater the probability of job satisfaction, productivity, and reduced turnover.

RESEARCH METHODOLOGY

OBJECTIVES

The proposed research study will be an attempt to Study the Role of Psychological Contract in the Employees Engagement. The specific objectives of the proposed research study, which are based on the need, importance and scope of the research, are framed as under:

1. To Study the Role of Psychological Contract in the Employees Engagement.
2. To identify the various dimensions of Employee Engagement.
3. To study the impact of Psychological Contract on every dimension of Employee Engagement.
4. To study the impact of age, gender and tenure on Employee Engagement.

FORMULATION OF HYPOTHESES

- HYPOTHESIS 1 (H1): There is positive relationship between Psychological Contract and Employees Engagement.

- HYPOTHESIS 2 (H2): There is positive relationship between Engagement factors and employee Engagement.
- HYPOTHESIS 3 (H3): There is positive relationship between Engagement factors and PC.
- HYPOTHESIS 4 (H4): Age plays a mediating role between Psychological Contract and employee Engagement.
- HYPOTHESIS 5 (H5): Tenure plays a mediating role between Psychological Contract and employee Engagement.
- HYPOTHESIS 6 (H6): Gender plays a mediating role between Psychological Contract and employee Engagement.

Target population: A population is a group whose members possess specific attributes that the researcher is interested in studying. The requirement of defining the population for a research project arises from the need to specify the group to which the result of the study can be generalized. Full-time Employees working in private higher education institutions in Uttarakhand was the population under study.

Sampling Frame: Employees working in Private institutions of Uttarakhand were the sample frame work of this study. Eighteen private institutions in the below listed towns were chosen randomly for data collection. a) Dehradun, b) Haridwar, c) Nainital, d) Kotdwar, e) Pithoragarh, f) Kashipur

Sampling Technique: In the present investigation, the sample is drawn from the population of employees of private institutions of higher education. The sample was drawn by stratified random sampling technique.

Sampling criteria: Following inclusion and exclusion, criteria were used for selecting the sample.

Inclusion criteria:

- employees who are working in academic institutions for a minimum period of six months.
- employees who are working in academic institutions as a full time staff .

Exclusion criteria:

- employees who are on contractual job or working on part time basis.
- employees who are new to the institution and have not completed six months in the present institution.

Sample size: There were 600 employees fulfilling criteria laid down above. The data such as age, the gender, experience were collected from all these employees. The employees who did not meet inclusion criteria were not considered as a part of study sample.

Response Rate: Out of 600 questionnaires circulated; only 385 fully filled in questionnaires were received with a response rate of 64.2%.

Data Collection Procedure: The data collection process focused on private college employees working in institutions of higher education in Uttarakhand with a structured and self-administered questionnaire. Below sections provide the process of scale adoption.

Survey Instrument: Two structured and self-administered questionnaire were used for collecting data from the respondents. These questionnaires comprised questions that can be easily answered on five-point Likert scale. Part-A comprises of 11 (eleven) demographic related items; Part-B comprises of 20 items on psychological contract. Whereas, Part-C termed as outcomes of employee Engagement contains 20 questions. Total 51 items were mentioned in the instrument. Whereas, name of the respondent, name of the institution, e-mail address and contact number were omitted from analyzing the data, as these items were sensitive and the respondents showed unwillingness to fill.

- Psychological Contract Questionnaire
- Employee Engagement Questionnaire.

Both the questionnaires are structured questionnaires. Reliability of the questionnaires was checked using Cronbach Alpha. While the reliability of psychological contract questionnaire was 0.841; reliability of Employee Engagement questionnaire was .778. As alpha score for both questionnaires was satisfactory, it leads to the conclusion that the questionnaires are reliable.

Normality Test: To test normality, Shapiro-Wilks test was employed as the sample size was between 50 & 2000. The significant value was found to be 0.745 & .682 both the questionnaires on psychological contract and employee Engagement respectively, suggesting the normality of the data for both sets of questionnaire.

Reliability Analysis: The relationships among the individual items were investigated by considering the average item-total correlation and average inter-item (Cronbach's Alpha) correlation. Item-total correlation was considered to be one of the methods available to test construct validity

Reliability Statistics for the items in the questionnaire:

Variable	Number of items	Alpha
PC	20	0.841
ER	20	0.778

The Cronbach's Alpha is used to measure the reliability coefficient. For reliability coefficient values, it was suggested that 0.70 is the minimum requirement for basic research.

Table depicts that the Cronbach alpha coefficient is greater than 0.7, which meets the minimum requirement to accept the reliability of the instrument adopted.

Methods of Analysis: The data collected for the study was analyzed by Statistical Package for Social Sciences (SPSS 21.0). The first level, both univariate and bivariate descriptive statistical analysis was performed with measures of central tendency and dispersion. Also, trend of the data collected was represented graphically.

In the second level, tests like t-test, one way ANOVA, two way ANOVA and Regression for the formulated hypotheses was performed. A correlation test was performed to understand the mutual relation among the variables under study.

RESULTS

The twenty variables of ER (Employee Engagement) have been separately processed for inter-correlation and factor analysis to arrive at the cluster of factors.

KMO for the analysis was found to be 0.857 that suggested adequacy of the sample. Further Bartlett's Test of Sphericity was conducted to test the null hypothesis that the correlation matrix is an identity matrix. For these data, Bartlett test was found to be highly significant ($p < 0.001$), rejecting the null hypothesis and therefore factor analysis was deemed appropriate.

The principal component factor analysis method was applied to the inter-correlation matrix of twenty variables of ER and the results are rotated using Kaiser's (1958) varimax criteria. Five-factor solutions emerged for the total respondents. The results of the eigen value and rotated factor analysis are presented in Table 4.

It is observed that variables V8, V4, V7, V15, V3 and V6 are loading high on Factor I. Dimensions V1, V2, V5 and V18 show high loading on Factor II. V14, V10, V9 and V17 have high loading on Factor III. The V11, V12 and V13 have high loading on Factor IV. The variables in questionnaire are given separately in Table 4.

Thus, by using inter-correlation matrix and factor analysis the twenty dimensions of psychological contract have been grouped into FOUR different factors (F1, F2, F3, F4) for the total respondents and from the contribution of the variables (also called a "loading") we can name these factors (i) Pride, (ii) Employee commitment, (iii) advocacy, (iv) and satisfaction.

As the first six variables in the first factor express high degree of pride in the institution, this factor has been named 'Pride'. The next five variables under second factor refer to the willingness to work for the organization. Accordingly it has been named 'employee commitment'. Third factor is being labeled as 'advocacy' as the three items under it are related to positive things being talked about of the organization by the employees. Items under factor four refer to the case of overall feelings for the organization and accordingly has been labeled 'satisfaction'.

The different factors and the variables within a factor with their corresponding loading scores are presented in Tables 5B.

To test the other hypotheses the assumption of normality was tested for each variable under study (ER, PC, PRIDE, EMPLOYEE COMMITMENT, ADVOCACY AND SATISFACTION). Review of the normality test using Shapiro-Wilks test suggested normality was a reasonable assumption. The result is contained in TABLE 2.

Subsequently an attempt was made to study whether PC has any influence on the ER. "Pearson's correlation coefficient was computed to assess the relationship between PC and various dimensions of ER. There was a positive correlation between the two variables, $r = .717$, $n = 385$, $p = 0.000$. ER was positively correlated with PC score and the degree was significant i.e. overall, there was a significant positive correlation between ER and

PC score.” Further the r-score was calculated between ER and each dimension of PC and all coefficients were found to be positive. A simple linear regression was conducted to determine if ER could be predicted from PC score.

The linear regression established that psychological contract could statistically significantly predict employee Engagement $F(1, 383) = 115.19, p = .000$ and psychological contract accounted for 51.4 % of the explained variability in employee Engagement . Additionally it was found that the un standardized slope(.848) and standardized slope(.717) are statistically different from 0($t=10.7$; $df=383$; $p= .000$); with every one point increase (improvement) in the score of psychological contract ;employee Engagement will increase by 0.848 point.

The regression equation was: predicted ee = $\{-14.433 + 0.848 \times (pc)\}$. Results are contained in Table 8.

Further attempt was made to study whether the faculty members’ perception differs on PC and ER based on gender. “An independent-sample t-test was conducted to compare score of PC for male and female respondents. There was no significant difference in the scores for male ($M=62.78, SD=9.03$) and female ($M=64.52, SD=8.07$); $t(383)=-2.24, p=0.270$.

Further the independent-sample t-test was conducted (Table 9) to compare every dimension of PC for male and female respondents. There was no significant difference in the scores on any dimension for male and female as given in table. The results accordingly suggest that gender really does not have a significant effect on ER. Both male and female perceive the ER in the same way.

The data were further analyzed using ANOVA as test statistics to check where employee Engagement is different for employees of different age groups as well as having various years of experience (tenure). Result are contained in Tables 10A & 10B . The result shows no significant difference in the average score in various age groups and various tenures.

LIST OF TABLES

Table - 1: DEMOGRAPHIC DATA

	Survey %	Numbers
Age Groups		
25-34	22.2	85.47
35-44	30.3	116.65
45-54	26.4	101.64
55-64	21.1	81.23
Tenure		
Less than 2 years	5.1	19.63
2 - 5 years	28.2	108.57
5- 8 years	38.5	148.22
8- 11 years	16.4	63.14
11- 14 years	11.8	45.43

Table – 2: NORMALITY TEST (SHAPIRO-WILKS)

VARIABLES	Statistics	Df	Sig.
PC	.992	385	.732
ER	.949	385	.412
PRIDE	.982	385	.444
EMPLOYEE ENGAGEMENT	.977	385	.516
ADVOCACY	.972	385	.319
SATISFACTION	.959	385	.202

Table - 3: RELIABILITY ANALYSIS : CRONE BACH ALPHA

Variable	N	Alpha
PC	20	0.859
ER	20	0.814

PRIDE	6	0.842
EMPLOYEE COMMITMENT	5	0.837
ADVOCAY	5	0.871
SATISFACTION	4	0.883

Table - 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.857
Bartlett's Test of Sphericity	963.510
Approx. Chi-Square	385
Df	.000
Sig.	

Communalities

	Initial	Extraction
Q1	1.000	.616
Q2	1.000	.495
Q3	1.000	.566
Q4	1.000	.584
Q5	1.000	.615
Q6	1.000	.693
Q7	1.000	.737
Q8	1.000	.728
Q9	1.000	.575
Q10	1.000	.544
Q11	1.000	.485
Q12	1.000	.821
Q13	1.000	.768
Q14	1.000	.651
Q15	1.000	.627
Q16	1.000	.593
Q17	1.000	.719
Q18	1.000	.573
Q19	1.000	.559
Q20	1.000	.534

Component Matrix

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.18	35.93	35.939	7.18	35.939	35.939	3.64	18.216	18.216
2	1.87	9.36	45.303	1.87	9.365	45.303	2.41	12.096	30.311
3	1.26	6.34	51.650	1.26	6.346	51.650	2.33	11.678	41.989
4	1.11	5.56	57.218	1.11	5.569	57.218	2.23	11.172	53.162
5	1.04	5.20	62.422						
6	.896	4.47	66.901						
7	.864	4.32	71.222						
8	.814	4.06	75.290						
9	.736	3.68	78.970						
10	.684	3.41	82.390						
11	.591	2.95	85.347						
12	.521	2.60	87.952						
13	.465	2.32	90.278						
14	.428	2.13	92.416						
15	.414	2.07	94.488						

16	.273	1.36	95.854						
17	.270	1.34	97.202						
18	.200	1.00	98.203						
19	.195	.97	99.177						
20	.165	.82	100.000						

Extraction Method: Principal Component Analysis.

	1	2	3	4
Q8	.759			
Q4	.728			
Q7	.708			
Q15	.617			
Q3	.578			
Q6	.539			
Q1		.749		
Q2		.652		
Q5		.492		
Q18		.432		
Q14			.801	
Q10			.641	
Q9			.568	
Q17			.470	
Q12				.864
Q13				.754
Q11				.412
Q20				
Q16				
Q19				

Component	1	2	3	4
1	.647	.455	.387	.410
2	.189	.197	.566	.406
3	.006	.394	.678	.158
4	.201	.728	.231	.506

Table. 5A: CORRELATION BETWEEN PC & EE

		PC	EE
PC	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.000
	N		385
ER	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	385	

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

Table - 5B :DESCRIPTIVE STATISTICS AND CORRELATIONS FOR STUDY VARIABLES
Correlations

		EE	PC	GENDER	AGE	TENURE
EE	Pearson Correlation	1	.717	-.001	-.062	.046
	Sig. (2-tailed)		.000	.991	.540	.649
	N	385	385	385	385	385

PC	Pearson Correlation	.717	1	.066	-.093	.116
	Sig. (2-tailed)	.000		.516	.356	.250
	N	385	385	385	385	385
GENDER	Pearson Correlation	-.001	.066	1	-.210*	.061
	Sig. (2-tailed)	.991	.516		.036	.549
	N	385	385	385	385	385
AGE	Pearson Correlation	-.062	-.093	-.210*	1	.054
	Sig. (2-tailed)	.540	.356	.036		.590
	N	385	385	385	385	385
TENURE	Pearson Correlation	.046	.116	.061	.054	1
	Sig. (2-tailed)	.649	.250	.549	.590	
	N	385	385	385	385	385

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

Table 5C: PC & DIMENSIONS

		PC	PRIDE	COMMITMENT	ADVOCACY	SATISFACTION
PC	Pearson Correlation	1	.871**	.760**	.771**	.754**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	385	385	385	385	385
PRIDE	Pearson Correlation	.871**	1	.625**	.468**	.625**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	385	385	385	385	385
COMMITMENT	Pearson Correlation	.760**	.625**	1	.313**	.547**
	Sig. (2-tailed)	.000	.000		.001	.000
	N	385	385	385	385	385
ADVOCACY	Pearson Correlation	.771**	.468**	.313**	1	.422**
	Sig. (2-tailed)	.000	.000	.001		.000
	N	385	385	385	385	385
SATISFACTION	Pearson Correlation	.754**	.625**	.547**	.422**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	385	385	385	385	385
	Sig. (2-tailed)	.016	.000	.000	.120	.000
	N	385	385	385	385	385

Table – 6: REGRESSION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.717 ^a	.514	.509	7.302	.945

a. Predictors: (Constant), PC, b. Dependent Variable: ER

Table – 7: MODEL FIT

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6141.112	1	6141.112	115.190	.000 ^b
Residual	5811.122	109	53.313		
Total	11952.234	110			

a. Dependent Variable: ER , b. Predictors: (Constant), PC

Table – 8: EQUATION BETWEEN PC & EE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-14.433	5.130		-2.813	.006
	PC	.848	.079	.717	10.733	.000

a. Dependent Variable: ER

Table.9: IMPACT OF GENDER ON EE

Mean Differences between male and female respondents

Variable	F	sig.	T	d.f.	sig(2 tailed)	Mean dff	SE diff	DECISION
PC	.309	.579	-2.24	383	.270	-3.737	1.667	ACCEPT
EE	.002	.966	-1.20	383	.230	-2.420	2.004	ACCEPT
PRIDE	.267	.606	-2.01	383	.057	-1.628	.810	ACCEPT
EMPLOYEE COMMITMENT	.314	.577	-1.28	383	.202	-.781	.608	ACCEPT
ADVOCACY	.154	.696	-.50	383	.611	-.232	.456	ACCEPT
SATISFACTION	.093	.761	-3.6	383	.600	-1.466	.405	ACCEPT

Table - 10A: IMPACT OF AGE ON EE

ANOVA

ER

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1485.957	2	742.978	2.520	.082
Within Groups	131186.463	383	294.801		
Total	132672.420	385			

Multiple Comparisons

Dependent Variable: ER

Tukey HSD

(I) aged	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	1.183	2.063	.834	-3.67	6.03
	3.00	4.352	1.943	.066	-.22	8.92
2.00	1.00	-1.183	2.063	.834	-6.03	3.67
	3.00	3.169	2.340	.366	-2.33	8.67
3.00	1.00	-4.352	1.943	.066	-8.92	.22
	2.00	-3.169	2.340	.366	-8.67	2.33

Table - 10B : IMPACT OF TENURE ON EE

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1780.921	3	593.640	2.028	.109
Within Groups	122664.857	382	292.756		
Total	124445.778	385			

Multiple Comparisons

Dependent Variable: ER

Tukey HSD

(I) tenu	(J) tenu	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	2.431	2.766	.816	-4.70	9.56
	3.00	6.307	2.915	.135	-1.21	13.83
	4.00	4.777	2.827	.330	-2.51	12.07
2.00	1.00	-2.431	2.766	.816	-9.56	4.70
	3.00	3.876	2.211	.298	-1.83	9.58
	4.00	2.346	2.093	.677	-3.05	7.74
3.00	1.00	-6.307	2.915	.135	-13.83	1.21
	2.00	-3.876	2.211	.298	-9.58	1.83
	4.00	-1.530	2.287	.909	-7.43	4.37
4.00	1.00	-4.777	2.827	.330	-12.07	2.51
	2.00	-2.346	2.093	.677	-7.74	3.05
	3.00	1.530	2.287	.909	-4.37	7.43

Table 11 . Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.724 ^a	0.524	0.50120	.000

a. Predictors: (Constant), Zscore(PC), ADV, PRI, SAT, COMM

MODEL FIT

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6104.112	1	6107.112	126.407	.000 ^b
Residual	5714.122	383	48.313		
Total	11855.234	384			

a. Dependent Variable: ER, b. Predictors: (Constant), PC

FINDINGS

- 1) A Pearson product-moment correlation was run to determine the relationship between psychological contract fulfillment and employee Engagement. There was a strong, positive correlation between psychological contract fulfillment and employee Engagement, which was statistically significant ($r = .717$, $n = 385$, $p = .005$). Table 5A.
- 2) Pearson product-moment correlation was run to determine the relationship between perception of psychological contract fulfillment and moderating variables age, gender and tenure. All the relationships were found to be statistically insignificant ($r = .0013$, 0.006 , 0.116 ; $n = 385$, $p > .005$ for each relations). Table 5B.
 - Thus, it could be interpreted that perception of psychological fulfillment is independent of age, gender and tenure .

- 3) Pearson product-moment correlation was again run to determine the relationship between Employee Engagement and moderating variables age, gender and tenure. All the relationships were found to be statistically insignificant ($r = -0.062, -.0001, 0.649$; $n = 385, p > .005$ for each relations). Table 5B.
 - Thus, it could be interpreted that employee Engagement is independent of age, gender and tenure .
- 4) Pearson product-moment correlation was again run to determine the relationship between Psychological Contract and various factors of employee Engagement namely pride, commitment, advocacy and satisfaction. All the relationships were found to be statistically significant ($r = -0.871, 0.760, 0.771$ and 0.754 ; $n = 385, p < .005$ for each relations). Table 5B.
 - Thus, it could be interpreted that psychological contract is strongly related to every factor of employee Engagement. Table 5C.
- 5) Coefficient of determination between psychological contract fulfillment and employee Engagement was found to be 0.514 which is sufficiently high. Table 6.
 - Thus, it could be interpreted that psychological contract explains 51.4 % variation in employee Engagement.
- 6) The significant value in ANOVA is less than 0.05. This explains how best regression is fit for finding relation between psychological contract fulfillment and employee Engagement. Table 7.
- 7) A simple linear regression was conducted to determine if ER could be predicted from PC score. The linear regression established that psychological contract could statistically significantly predict employee Engagement $F(1, 383) = 115.19, p = .000$ and psychological contract accounted for 51.4 % of the explained variability in employee Engagement . Additionally it was found that the unstandardized slope(.848) and standardized slope(.717) are statistically different from 0($t=10.7$; $df=383$; $p=.000$); with every one point increase (improvement) in the score of psychological contract ;employee Engagement will increase by 0.848 point.
- 8) The regression equation was: predicted ee = $\{-14.433 + 0.848 \times (pc)\}$. Results are contained in Table 8.
- 9) An independent sample t test was conducted to study whether the employee Engagement is different for different gender. This study found the absence of any significant difference in the scores of male and female participants, leading to interpret that that male participants do not have statistically significantly score compared to female participants $t(383) = -0.120, p = 0.966$. Table 9.
- 10) A one way ANOVA test was conducted to study whether the employee Engagement is different for different age group. There was no statistically significant difference between groups as determined by one-way ANOVA ($F= 2.520, p = .082$). A Tukey post hoc test revealed that the score on employee Engagement was not statistically significantly different for any age group. Table 10 A.
 - Thus it could be stated that age really does not matter in employee Engagement.
- 11)A one way ANOVA test was conducted again to study whether the employee Engagement is different for participants having different tenure in the same organization. There was no statistically significant difference between groups as determined by one-way ANOVA ($F= 2.028, p = .0109$). A Tukey post hoc test revealed that the score on employee Engagement was not statistically significantly different for any group based on tenure. Table 10 B.
 - Thus it could be stated that tenure really does not matter in employee Engagement.

CONCLUSIONS

Every organization functions for the survival, growth and prosperity. While the survival depends upon workforce, growth depends upon competent workforce; prosperity depends upon committed and competent workforce. The number of employees is the measure of workforce, number of employees working for long is the measure of committed workforce. Employees may be found working in the organization following the instructions and obeying rules and regulations; but that does not guarantee the engagement of the employees. Administration need to ensure that the adherence to instruction by employees is not coupled with resistance. Employees may be found to be working having grudges or grievance against the administration and ceteris paribus will always be looking after a new job. Adherence by employees can also be mere fulfillment of compliance in exchange of the salary. It is only when the employees are involved with commitment, we can say that organization has the engaged employee to steer the organization on the path of growth and prosperity.

The aim of this study was to gain insight into the relationship employee engagement has with the psychological contracts. The empirical results suggest that there is a statically significant relationship to the psychological contract fulfillment and employee engagement relationship. Organizations and their leaders will face many challenges in the coming years. One of the most important challenges will be hiring, training, managing and retaining millennial employees.

Based on insights generated from this research, it can be concluded that overreliance on explicit contracts and ignorance of implicit psychological contracts could lead to faulty decision-making by employers. Leaders would be well served to remember that employees are people, and not just members of their organizations. The administration has to ensure that the employees working in the organization are engaged i.e. working with commitment rather than merely fulfilling the compliance and / or resistance.

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CUSTOMER SATISFACTION ON BANCASSURANCE – A VIS A VIS ANALYSIS

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ABSTRACT

Bancassurance is now emerging as one of the important insurance distribution channel in India since Indian banking sector has spread across the country with more than a lakh of bank branches. It is an arrangement between the bank and insurance company where by the insurance products are sold through bank branches along with other investment and value added products. In India there are 24 life insurance companies including Life Insurance Corporation of India. And there are 20 nationalized banks including State Bank of India and its associates. This study is focused on the satisfaction of bank customers who purchased life insurance policy through bank and the customers of Life Insurance Corporation of India who have purchased life insurance policy through agents of LIC of India. It also compares the satisfaction of both bank and LIC of India to identify which customers are more satisfied. Analysis was made with the help of ANOVA and independent sample test. Analysis showed that the customer satisfaction of bank and LIC are almost similar. If the banks take more initiatives to make this channel attractive there is no doubt that bancassurance channel will become the insurance distribution channel which will procure maximum premium and will helps in achieving greater insurance penetration.

Keywords: Bancassurance, Customer satisfaction, Insurance penetration, Insurance policy, Service quality.

INTRODUCTION

Indian economy is one of the fastest growing economies in which the financial sector has become more vibrant with the financial reforms and strict regulatory framework. Banking and insurance sector are the major segments of the Indian financial sector. Now a days, Indian banking sector is experiencing drastic changes due to the globalization of banking operation, integration of global financial markets and the introduction of sophisticated technologies such as computerization, internet banking, satellite banking, ATM services, phone banking, mobile banking, electronic payment systems and card based payment system etc. Indian insurance sector has also experienced changes since the sector has opened it for private players in 1991. Intense competition compelled the insurance companies to modify the products and introduction of new ways of distribution of products. This has lead to the introduction of bancassurance for distributing insurance products. Bancassurance is now emerging as one of the important distribution channels in India since Indian banking sector has spread across the country with more than a lakh of bank branches. It is an arrangement between the bank and insurance company where the insurance products are sold through bank branches along with other investment and value added products. According to IRDA, Licensing of Bancassurance Entities Regulation 2012 Bancassurance means any insurance business conducted through the channel of the any institution including Non-Banking Finance Companies licensed under the Banking Regulation Act, 1949 to accept deposit from public. This concept was originated in France in 1980. In India, it was introduced in the year 2001. Even though it has sufficient potential to penetrate into the Indian insurance market, its contribution towards total insurance premium is still meager compared to agency channel. However, In India, now almost all banks have bancassurance business with an insurance company by recognizing its vast opportunities and significance. Even India's largest commercial bank State Bank of India has entered in to a joint venture business with BNP Paribas Assurance, France's one of the leading banking and financial service provider. Life Insurance Corporation of India, nation's largest public sector monopoly in life insurance business has also made arrangements with a number of banks for penetrating the insurance products among large uninsured Indian population. Thus, all these indicating that the bancassurance is also developing as a vibrant insurance distribution channel along with the other channels of insurance distribution.

SIGNIFICANCE AND STATEMENT OF RESEARCH PROBLEM

Bancassurance is relatively a new concept. It is an arrangement whereby bank and Insurance Company unites to sell the insurance products. There are 24 life insurance companies and 20 nationalized commercial banks are functioning India. The bank branches is estimated nearly 90 thousand. Bancassurance can make use of this bank branches to penetrate the insurance products into the market. As per the report published by press information bureau, Govt. of India, Ministry of Finance 2011, India has a huge potential for bancassurance. There is an estimated population of 1.21 billion at this period. In this, only 8 crore people were insured, while 57 crore people remain insurable. This indicates the potential of bancassurance as an insurance distribution channel. Life

insurance companies also have an efficient and active sales force as agents for the selling its products. Therefore, it is highly relevant to examine and compare the satisfaction of bancassurance customers and the customers of LIC of India

SCOPE

The present study is about measuring and comparing the customer satisfaction of life insurance policy holders of bank and LIC of India. The study is limited to Thrissur district, Kerala. The study covers life insurance policy holders of bank and LIC of India. It has conducted within a period of 3 months. The samples are also selected for the same period for the purpose of collecting primary data.

OBJECTIVES

The following are the specific objectives of the study:

1. To examine the satisfaction of bank and LIC of India customers based on the selected independent variables.
2. To compare the satisfaction of bank and LIC of India customers with regard to the services rendered by bank and LIC of India.

HYPOTHESES

- There is no significant difference in the overall satisfaction of bank and LIC of India customers.
- There is no significant difference in the satisfaction of bank customers and LIC of India customers in respect of the total sum assured.
- There is no significant difference in satisfaction of bank customers and LIC of India customers in respect of the number of policies taken.
- There is no significant difference in the satisfaction of bank customers and LIC customers in respect of the monthly income.
- There is no significant difference in the satisfaction of bank customers and LIC customers in respect of the type of policy.

METHODOLOGY

The study used a descriptive research approach based on both primary and secondary data. The primary data for the study was collected from 30 bank customers who have brought life insurance policy from bank instead of from insurance companies or agents and 50 life insurance policyholders who take insurance policy from the agents of LIC of India. Snow ball sampling technique has been used to collect data from bank customers due to the confidential nature of the bancassurance customer's details. For this purpose, four banks are randomly selected from the 20 nationalized banks viz: Bank of Baroda, Corporation Bank, Indian Bank and Indian Overseas Bank. The data from the customers of LIC of India was collected by using convenience sampling method. Interview schedule was used to collect primary data from both categories of customers. The satisfaction of service is measured on the basis of ten selected variables by using 5 point likert scale. Independent sample test and analysis of variance are the statistical tools used for analyzing the data.

RELIABILITY TEST

The reliability test was conducted to find out the reliability and consistency of interview schedule from the pilot study conducted among customers. Test showed a cronbach alpha value of 0.798 which is more than 0.7 and is considered to be consistent and reliable.

REVIEW OF LITERATURE

Sreesha CH (2014) attempted to identify extent of the benefit accrued by the insurance companies through bancassurance. The relation between average number of policies sold through bank with four variables such as rural penetration, net profit, gross written premium growth rate and total number of life covered are found to identify the efficiency gain of bancassurance. Study arrived at the conclusion that the efficiency gains of bancassurance to the insurance companies are very high. **VG Chari and V Jayalakshmi (2014)** tried to analyze the perception of policy holders towards bancassurance and market related perception of policy holders. From the results the study concluded that banking customers are increasingly showing trust and confidence in availing insurance products from the banks. **Chethali Soni and Rao N S (2014)** made an attempt to explore the factors which are delivered under bancassurance by the bank employees to their customers. The study found that all these factors are offered to the customers as banker's perception and thereby achieving greater customer satisfaction. The study was conducted from the point view of the bank employees only. Customer's perception is also important in this regard. **P Kavitha and R Subashini (2014)** analysed the effectiveness of

bancassurance in three dimensions such as motivating factors behind bancassurance, potential benefit of bancassurance and implementation problems of bancassurance. Analysis of the secondary data such a number of policies sold through banks and premium collected through bancassurance over a number of years in Tamilnadu would give evidence about the effectiveness about bancassurance. **R Ramabanu and S Elakkiya (2014)** in their article discussed the various bancassurance models such as strategic alliance model, full integration model and mixed models, benefits of bancassurance to bank, customers and insurers and the challenges and opportunities of bancassurance. This is purely a theoretical study. Measuring the perception of bank employees, customers and insurers towards the various issues discussed in this paper showed an exact picture about the issues. **Anshuja Tiwari and Babita Yadav** analyzed the role of bancassurance in Indian life insurance business, customer perception, awareness level, satisfaction and SWOT analysis of bancassurance. **Hymavathi Kumari and Rajasekar** in their article evaluated the efficiency and productivity of banking sector, performance of the SBI Life insurance company and customer perception regarding service quality dimensions with reference to SBI Life Insurance Company. Efficiency and productivity of banking sector are measured by using business per employee and capital adequacy ratio. **Vignesh and R Amudha** analysed the factors affecting customers in purchasing insurance products through bank branches. Only annual income and occupation are used to test the relation with decision making regarding bancassurance. The study found that there is no relationship between annual income and occupation with decision making regarding bancassurance. **Sreedevi V and Lovelin Auguskani** opinioned that there is an urgent need to swell the awareness among the customers as the majority of the samples selected for the study are unaware about bancassurance.

Literature reviews showed that bancassurance is not a popular insurance distribution channel. The agency channel is continuing as a strong insurance distribution channel. Even though most of the studies analyzed the satisfaction of customers who have purchased insurance policy through bancassurance, studies including and comparing the satisfaction of customers who purchased policy through agents and bank did not yet conducted. It is in this context an attempt is made to compare the customer satisfaction of bank and LIC customers to know whether there is any significant relation as regards satisfaction of the two categories of customers.

ANALYSIS OF THE RESULTS OF THE STUDY

The analysis of the results of the present study is divided in to two parts, one is analysis of customer's satisfaction of bank and LIC of India with respect to selected independent variables and the other one is comparison of customer satisfaction of bank and LIC customers based on the selected variables. Table 1 shows the analysis of customer satisfaction of bank and LIC with respect to selected independent variables.

Table - 1: Analysis of customer satisfaction of bank and LIC of India with respect to selected independent variables

Independent variable	Bank/ LIC of India	Statistical tool	P value	Significant/ Not significant
Gender	Bank	Independent sample test	0.051	Not significant
	LIC of India	Independent sample test	0.745	Not significant
Total sum assured	Bank	ANOVA	0.013	Significant
	LIC of India	ANOVA	0.001	Significant
Place of residence	Bank	Independent sample test	0.005	Significant
	LIC of India	Independent sample test	0.000	Significant
Number of policies taken	Bank	ANOVA	0.666	Not significant
	LIC of India	ANOVA	0.033	Significant
Education	Bank	ANOVA	0.001	Significant
	LIC of India	ANOVA	0.025	Significant
Occupation	Bank	ANOVA	0.000	Significant
	LIC of India	ANOVA	0.503	Not significant
Monthly income	Bank	ANOVA	0.189	Not significant

	LIC of India	ANOVA	0.072	Not significant
Type of policy	Bank	ANOVA	0.123	Not significant
	LIC of India	ANOVA	0.027	Significant

Source: Primary data

Note: 5% level of significance is used

Table 1 shows the analysis of customer satisfaction of bank and LIC customers based on the selected independent variables of gender, total sum assured, place of residence, number of policies taken, education, occupation, monthly income and type of policy taken. The analysis found significant difference in the satisfaction of both bank and LIC customers based on the independent variables of total sum assured, place of residence and education. Significant difference was found in the cases of number of policies taken and type of policy for the customers of LIC. In the case of occupation, significant difference was found for the bank customers only.

Table 2 shows the comparison customer satisfaction of bank and LIC customers based on information about policy, policy procedures, premium features, claim settlement, individual qualities, claim settlement, service qualities, promotional activities, location time and cost, physical facilities and safety and securities. Independent sample t test was administered to check whether there is any significant difference exists among the customers who availed insurance policy from bank and LIC of India.

Table - 2: Comparison of customer satisfaction of Bank and LIC of India

Variable	P value	Significant /Not significant
Information of policy	0.650	Not Significant
Policy procedures	0.270	Not significant
Premium features	0.019	Significant
Claim settlement	0.000	Significant
Individual qualities	0.211	Not significant
Service qualities	0.169	Not significant
Promotional activities	0.464	Not significant
Location, time and cost	0.016	Significant
Physical facilities	0.000	Significant
Safety and security	0.088	Not significant
Overall customer satisfaction	0.200	Not significant

Source: Primary data

Note: 5% level of significance is used

Table 2 shows that there is no significant difference in the satisfaction of bank and LIC customers regarding information on policy, policy procedures, individual qualities, service qualities, promotional activities and safety and security. It also shows that no significant difference exist between the overall satisfaction of bank and LIC customers. Therefore the null hypothesis formulated is accepted that there is no significant difference in the overall satisfaction of bank and LIC customers.

Table - 3 : Shows the acceptance or rejection of hypotheses based on the above analysis

Table 3: Test Results of Hypotheses

SL.NO	Hypotheses	Bank /LIC	Acceptance/ Rejection
1.	There is no significant difference in the satisfaction of bank customers and LIC customers in respect of the total sum assured	Bank	Rejected
		LIC	Rejected
2.	There is no significant difference in satisfaction of bank customers and LIC customers in respect of the number of policies taken.	Bank	Accepted
		LIC	Rejected

3.	There is no significant difference in the satisfaction of bank customers and LIC customers in respect of the monthly income.	Bank	Accepted
		LIC	Accepted
4	There is no significant difference in the satisfaction of bank customers and LIC customers in respect of the type of policy.	Bank	Accepted
		LIC	Rejected

Source: Primary data

CONCLUSION

Bancassurance is emerging as an important insurance distribution channel in India. But, still the significant share of total premium is being contributed by the agency channel than bancassurance channel. Hence, this study analysed the satisfaction of bank and LIC customers regarding various aspects in receiving the services like product procedures, premium features, claim settlement, physical facilities, information on policies, service qualities, promotional activities, location time and cost, physical facilities and safety and security. By considering the variables separately significant difference was found in premium related features, claim settlement, location, time and cost of the service provider and physical facilities. In the case of physical facilities, bank customers are more satisfied than the LIC customers. But in the cases of premium, claim settlement and location, time and cost LIC customers are more satisfied than the bank customers. No significant difference was found in the other variables such as information on policy, policy procedures, individual qualities of service provider, service qualities, promotion and safety and security. Therefore, it can be concluded that the customer satisfaction of bank and LIC are almost similar. If the banks take more initiatives to make this channel attractive there is no doubt that bancassurance channel will become the one of the efficient insurance distribution channel which will procure maximum premium and will helps in achieving greater insurance penetration.

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MORBIDITY AND HEALTH SEEKING BEHAVIOUR IN A TRIBAL POPULATION OF ODISHA

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ABSTRACT

Health of a population is measured through various demographic parameterlike life expectancy, mortality , nutritional status and other. However presence and absence of disease play an important role in determining the outcome of these demographic measures. Morbidity thus reflects not only the state of illness but it also influences the social and economic aspect of population by way of treatment seeking behaviour.

The present study thus aims at bringing to the fore the prevalence of acute and chronic morbidity in the Kandha tribe of Kandhamal district of Odisha.

The study was conducted in the Bellapadar village inhabited by Kandha tribe. The village has 103 households with a total population of 507 individuals. All households were visited to gather data on prevalence of morbidity and access and utilisation of health service by the people. Information on morbidity was collected as reported by the people in the past 15 days.

It was observed that around one fourth of the population (24.8%) was suffering from acute and chronic illness. Of this, 85% of the population reported having acute illness while around 13 per cent population were experiencing chronic illness. Children under 10 years of age constitute little over 25% of this burden which is quite alarming. Nearly equal proportion of male and female are reported to suffer from illness.

Health seeking behaviour reflects a preponderance of treatment by magico religious practices provided by Gunia /shaman. One third of the population relied on them. It is followed by the preference to Government health services ,home treatment and private health facility. Nearly 12 % of people do not take any treatment .

The health situation therefore require specific attention to the health requirements of the population. Availability of Health facilities and awareness among the population is the need of the hour.

Keywords: Acute illness, Ailments, Chronic Illness, Health Behaviour, Morbidity.

INTRODUCTION

Health status of a population is contingent upon the morbidity and mortality of the population. Morbidity refers to the state of illness wherein functionality of body is more or less compromised. It gives a fair assessment of burden of disease and loss of productive days because of incapacitation caused by the disease. Prediction of mortality can be based on the prevalence of morbidity in the population thereby making it an useful tool in measuring health status. Morbidity provides an useful tool to measure the health status because of its relationship in the predicting the mortality in the population. Increasingly it has been recognised as a measurable indicator of well being (Shariff 1995). Rajya Lakshmi (1991) opined that Malnutrition and morbidity pattern serve as the best index of health status in the tribal population.

The relationship between age and Morbidity is 'J' shaped which indicate higher prevalence of morbidity in the children and elderly population (NSSO 2004, Gamber1997). There has been substantial differentials in the reporting of morbidity across the states with respect to gender, location and socioeconomic status of population (NSSO 2004, 2014). It is observed that women reported less morbidity than men while level of education and wealth quintile too influence the pattern of morbidity (Dilip 2002, Duraisamy 1998, Ghosh 2007). Substantial differences are observed in the morbidity profile of social groups with schedule tribes reporting less morbidity than other ethnic groups. Lower reporting though, not because of low prevalence of disease but poor reporting due to low awareness among the population. However role of biological and behavioural pattern can not be ruled out.

As morbidity influences the health seeking behaviour, it brings out significant insight into the access and utilisation of health services by the population. Socio cultural belief and practices play a decisive role in accessing the health services for illness. Spatial and gender differentials in access to health service has been observed in many studies (Saikia et al 2016, Duggal and Amin 1989, Jeffrey et al 2009). Thus utilisation of health services is low in rural population compared to urban population. It is also true in case of schedule tribe and women.

In the above context this article presents the morbidity pattern and health seeking behaviour in the Kandha tribe of Odisha .

Lying on the eastern coast of India, the state of Odisha is a home to 42 million people (Census 2011). It is one of the major states housing 62 Schedule Tribe (ST) communities. In the human development index the state ranks in the middle order with score 0.579. The health index is 0.468, but it show wide range of disparity across the districts with tribal dominated districts faring poorly. It is one of the lowest in Kandhamal district (State Human Development Report of Odisha 2004).

Tribal constitute 22.8% of the total population of the state and is one of the most deprived social group as is found elsewhere in India. With low per capita income, the schedule tribes has highest poverty ratio. Nearly 75 per cent of them live below the poverty line. With shrinking resource base, the community is facing myriad social and economic problems. This has also impacted their health status. Under five mortality among ST, stands at 136.3per thousand live births, whereas it is 90.6 for the state in general (NFHS III, 2005-6). All the tribal dominated districts reported high IMR. Morbidity in the population is also no less. Diarrhoea, fever, Malaria and other communicable diseases are endemic to these districts. The situation among the Particularly Vulnerable Tribal Group (PVTG) is worse (ICMR 2003).

THE PEOPLE AND STUDY AREA

Kandha are one of the major tribal community of Odisha, with a greater concentration of this tribe in the Kandhamal district. They are also found in the district of Kalahandi, Koraput and Ganjam along with some concentration in the District of Sambalpur and Bolangir. In fact the district of Kandhamal is named after the Kandha tribe. They belong to protoaustraloid group. The study is focussed on the Kandha tribe residing in the Bellapadar village of Kandhamal district. The village Bellapadar is also known as Kandhasahi because of the Kandha tribe who are the inhabitants of this village. The village has a total of 103 households with a population of 507.

METHODOLOGY

The data was collected by administering a schedule to all the 107 households of the village. Morbidity was recorded as per reported by the individual with the reference period of 15days. Data were classified into acute and chronic illness (NSSO, 1998). Thus the ailments that stay for short time or within 15 days are taken as acute illness while those with longer duration are grouped under chronic illness.

To understand the magnitude and its impact on the population, measure like Proportion of Ailing Person (PAP) is calculated which is expressed as number of ailing persons per thousand population (NSSO, 1998) i.e.

$$PAP = \frac{\text{No of ailing person}}{\text{Total population}} \times 1000$$

THE DEMOGRAPHIC CHARACTERISTICS OF THE VILLAGE

There is a predominance of *kachha* house in the study village. Nearly 85% of the houses were *kachha* whereas rest others were *pucca* house. Agriculture is the main occupation while subsistence is also sustained through foraging the forest for edibles. With a low subsistence base a large proportion of people are living below the poverty line.

Status of literacy is very poor as nearly 60 per cent are not literate with women illiteracy being two times to that of the male illiteracy. Only 23 per cent of the total population have attained the education up to class 5. The population distribution in the village is presented in Table 1.

Table- 1 :Distribution of the Population by Age

Age groups	Total population	Male	Female	Percentage of total population
0-5	33	11(33.3)	22 (66.6)	6.5
6-10	50	20 (40)	30(60)	9.86
11-15	63	34 (53.9)	29(46)	12.4
16-20	80	37 (46.2)	43(53.7)	15.7
21-30	98	47 (47.2)	51 (52)	19.3
31-40	72	38 (52.7)	34 (47.2)	14.2
41-60	97	50 (51.5)	47(48.4)	19.1
61+	14	13 (92.8)	1(7.1)	2.76
All age	507	250(49.3)	257(50.6)	100 %

Children under 10 years of age constitute around 16 per cent of the total population whereas people above 60 years of age are lowest in proportion. Age group 21-30 and 41-60 years shows highest proportions in the total population. Sex ratio is favourable and is 1008 female /1000 male.

PATTERN OF MORBIDITY

Morbidity pattern reveal that people suffer from various infectious and communicable diseases with substantial proportion of chronic disease. Fever, Malaria, Diarrhoea, severe headache, colic pain, jaundice, piles, diabetes, Cancer, T.B, Scabies, Anaemia, Filaria, worm infestation and Hypertension were reported in varying proportion.

Table 2 presents the figure for age and sex wise distribution of illness reported by the people in the last 15 days. Overall, nearly equal proportion of male and female reported the morbidity. Prevalence for any ailment thus found to be 246 per 1000 population. Children under the age of ten year constitute one fourth of the total sick population. Numerically and proportionately girls in this age group appear to be more affected by any sickness as they are twice more likely to report illness. Male reported higher morbidity (63.4%) in the age group 16-30 years which again rises after 60 years claiming more than 80 per cent of the total illness in this age group. Overall prevalence of morbidity was higher till the age of 30 years. Altogether one fourth of the population suffer from any kind of illness.

Table-2 : Prevalence of Morbidity by Age and Sex

Age groups	Male	Female	Total
0-5	04	08	12 (9.5%)
6-10	07	14	21 (16.6%)
11-15	11	12	23 (18.2%)
16-20	16	07	23 (18.2%)
21-30	10	08	18 (14.2%)
31-40	05	05	10 (8.0%)
41-60	06	07	13 (10.3%)
61+	05	01	06 (4.7%)
Total	64 (50.7%)	62(49.2%)	126(100%)

Source: Primary data

PREVALENCE OF ACUTE ILLNESS

In terms of acute illness, Table-3 reveals that it constitutes three fourth (74.6%) of the total reported illness. Thus 185 out of 1000 people suffer with acute illness. Highest prevalence was reported for fever followed by malaria, scabies, worm infection and colic pain.

Tabl-3: Prevalence of Acute Illness by Age in Kandha tribe

Age Group	No of person reported illness	Fever	Malaria	Diarrhoea	Severe headache	Colic ain	Sca bies	Worm infestation
0-5	11 (11.7)	02	01	-	-	-	03	05
6-10	16 (17.0)	05	02	01	-	-	03	05
11-15	18 (19.1)	07	05	01	02	02	01	-
16-20	21 (22.3)	04	06	01	01	05	03	01
21-30	16 (17.0)	06	03	01	02	01	02	01
31-40	06 (6.3)	01	01	-	-	03	01	-
41-60	06 (6.3)	01	02	01	-	-	01	01
61+	00	-	-	-	-	-	-	-
total	94 (100)	26 (27.6)	20 (15.8)	05 (5.3)	05 (5.3)	11 (11.7)	14 (14.8)	13 (13.8)

Note: Figures in the parentheses give the row and column percentage.

Source: Primary data

Children under 10 years of age are mostly sick by worm infection. More than a third (37%) is suffering from worm infestation which results in poor nutrient absorption thereby compromising the health of the children. Proportion of acute illness remains high till the age of 30 years which declines thereafter. Highest proportion is reported from 11 to 20 years mopping the 40 per cent of the total acute illness. Fever and Malaria appears to be more common as these show highest prevalence covering 43 per cent of the total acute illness.

PREVALENCE OF CHRONIC DISEASE

Overall chronic disease is one fourth of all reported ailments or little over 6 percent people suffer from chronic disease (Table-4).

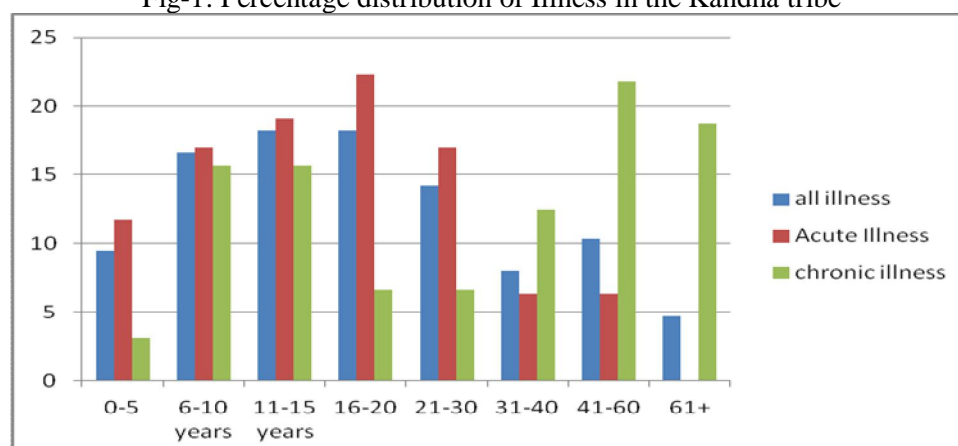
Table - 4: Prevalence of Chronic Illness by age group

Age Group	Cancer	TB	Hypertension	Diabetes	Filaria	Anemia	Piles	Jaundice	Total
0-5	-	-	-	-	-	01	-	-	01(3.1)
6-10	-	-	-	-	-	03	-	02	05(15.6)
11-15	-	-	01	-	-	02	-	02	05(15.6)
16-20	-	-	-	-	-	01	-	01	02(6.6)
21-30	-	-	-	-	-	01	-	01	02(6.6)
31-40	02	-	-	-	01	01	-	-	04(12.5)
41-60	-	01	-	02	01	01	02	-	07(21.8)
61+	01	01	-	02	-	-	02	-	06(18.7)
Total	03 (9.3)	02 (6.6)	01 (3.1)	04(12.5)	02 (6.6)	10(31.2)	04(12.5)	06(18.7)	32(100)

Children between 6-15 years of age reported 31 per cent of total chronic illness. It declines after 16 years rising again after 30 years. Anaemia appears to be the most prevalent as 31 per cent of population suffer from this ailment, followed by Jaundice, piles and diabetes. Prevalence of Cancer is again alarming as roughly one in ten persons suffers from the ailment.

Figure – 1: Presents the prevalence of acute and chronic illness in the population.

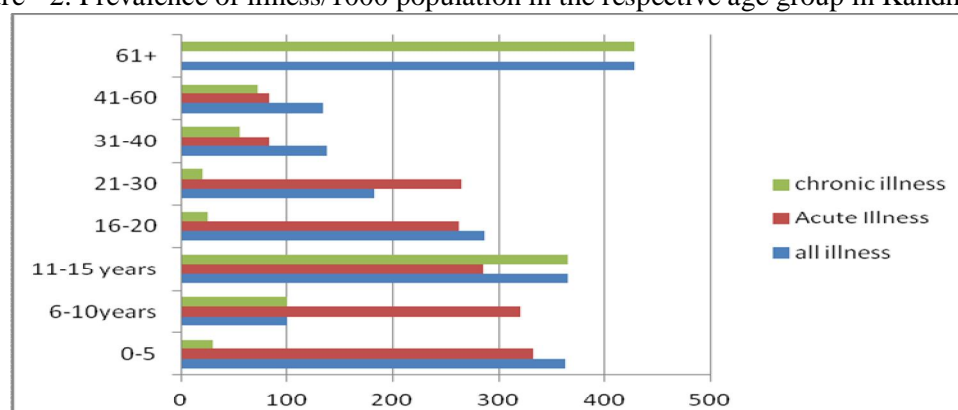
Fig-1: Percentage distribution of Illness in the Kandha tribe



Acute illness thus remains high up to 20 years and declines thereafter whereas chronic illness begins to rise after 20 years though it has high presence from 6-15 years as well because of anaemia and Jaundice.

Figure 2 reveal the proportion of Ailing Person (PAP), measured as the number of person suffering from the diseases per thousand of the population. It is clear from the figure that a high prevalence of morbidity is observed in the tribe when compared with the state average. The overall figure for morbidity in the ST population of Odisha (NSS, 2004) is 58/1000 while it is 248/1000 in the Kandha tribe.

Figure - 2: Prevalence of illness/1000 population in the respective age group in Kandha tribe



tribe. figures are consistently higher for all age group when compared with the national rural average (NSSO,2014). For all morbidity a 'J' pattern is evident as it is higher in the lower age group, dips down gradually and again rising after 60 years of age. Acute illness reveal highest prevalence in under 5 age group (333/1000 which gradually declines to 83/1000 in 31-60 years, recording nil for beyond 60 years of age. PAP for chronic illness reported highest prevalence of 428/1000 or roughly half of the population in the oldest age group suffer from chronic health problems followed by 11-15 years (365/1000) with lowest figure of 30/1000 in the under five age group.

HEALTH SEEKING BEHAVIOUR IN THE KANDHA TRIBE

In every society health seeking behaviour is normally conditioned by culture. This is especially more so with the tribal communities. In the Kandha tribe too, health care practices involve

1. Magico-religious practices
2. Herbal medicine system
3. Medical health care

Of the above three, the magico religious practices are most relied upon. As spirit and deity are integral part of their life, they also dominate their health behaviour. Since illness brings about crises in life, spirits and deity are propitiated to get rid of these crises. It is believed that most of the diseases are result of some anger of these spirit towards individuals. Evgil eye, intrusion of malevolent spirits are other reasons which causes disease. Thus symptom like vomiting, headache, body ache, fever, diarrhoea, small pox are mostly believed to have supernatural origin.

Gunia is the main service provider in these cases. With the help of magio religious rituals he identified the reason and type of spirit involved in the culmination of illness. With his assistance spirits and deities are propitiated with sacrifices and worship.

As tribals live in close association with their environment, they have good understanding of various herbs helpful in treating the illness. Mostly illness like abdominal pain, Malaria, urinary and menstrual disorders, gynec problem, cough and cold etc are favoured for herbal treatment.

Badya and Gunia are main service provider in these treatment. They use bulb, tubers, leaf, flower, fruits, stem of known medicinal plants for the purpose. Most of these are collected from the forest. Before plucking these medicinal plants prayer is offered to the deity and plant to let their quality helpful in curing the disease. Normally these are administered immediately after plucking as it is believed that life in these plants will help cure the individuals.

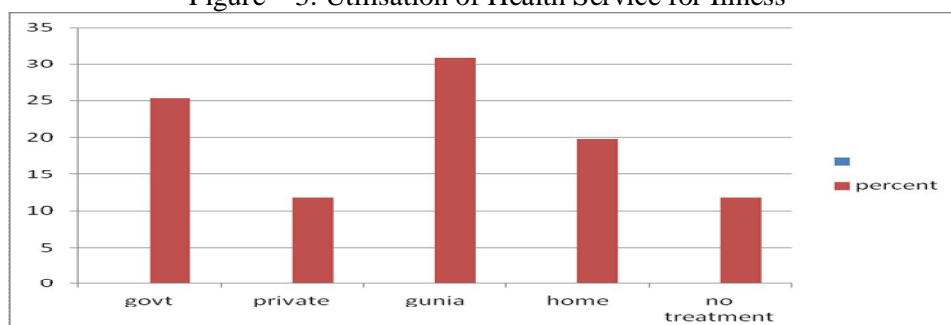
Modern medical health care is accessed after all traditional method of treatment is exhausted. As there is no public health facility near to the village except one private health centre, cost consideration restrict people from visiting these places for health service. Government health facility is located very far hence people access these centre in case of serious health condition only.

Accessibility, availability and cultural norms influences the utilisation of health services. Based on the above consideration people use health services accordingly. Preference of the Kandha people to these services in various illness is as below.

UTILISATION OF HEALTH SERVICES

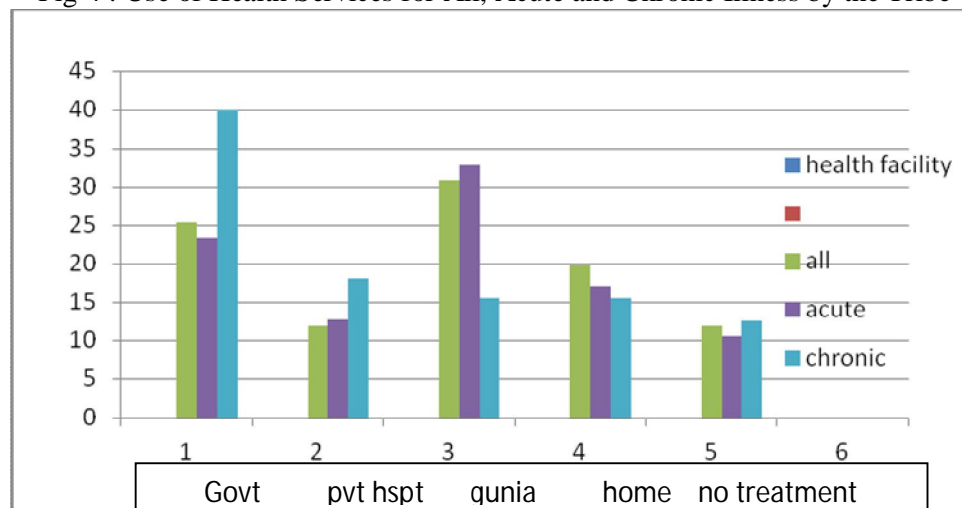
It is clear from the Figure-3, that around one third of the population prefer to take services from *Gunia/Baidya* while one fourth of them visited government health facilities. Around 20 per cent population relied on home treatment while significant 12 per cent did not take any treatment. Private health facility shows least preference.

Figure – 3: Utilisation of Health Service for Illness



In case of Acute Illness preference for the treatment is given to the magico religious way of treatment with visit to Gunia (33%) followed by utilisation of Govt health Facility (23.4%) and home remedy (17%). Overall nearly half of the population seems to be favouring magio religious and home remedy for the treatment of illness . This proportion reverses in case of seeking treatment for chronic disease. Here preference to Govt health facility is highest (40%) and it comes to 58 per cent taking together the Private medical facility. Though 30 percent people prefer traditional system (Gunia and home treatment). Yet 10-12 per cent did not take any treatment

Fig-4 : Use of Health Services for All, Acute and Chronic Illness by the Tribe



DISCUSSION

The morbidity status appears to be alarming in the Kandha tribe. When compared with the national rural average (NSSO, 2014) the overall PAP for rural population in the country is 89/1000 whereas it is 246/1000 in the Kandha or three times higher to that of the national figure. Similarly while morbidity in the lowest and upper age group (i.e. 0-4 and 60-69 years) in the national average is 103 and 306 respectively, it is 333 and 428 per thousand in the present study. Prevalence of acute and chronic illness too is very high. Prevalence of morbidity and PAP (285/1000) was also found very high in the tribal population of Jharkhand (Baraik and Sinha 2009).

Burden of acute illness is more pronounced up to 30 years of age whereas age group beyond 60 years is highly vulnerable to chronic illness. Nearly half of the people in this age group suffer from chronic disease.

High prevalence of fever, malaria, diarrhoea and worm infestation leads to high level of malnutrition and mortality. Malaria is endemic to tribal habitat and Odisha contributes 23% of malaria cases and 50% of Malaria deaths in the country (Odisha vision 2010). Worm infestation and scabies in the under 10 age group forms a substantial proportion which deserves attention with respect to sanitation and other facilities negligent in the area. Divakar et al (2013) also observed high proportion (31.3%) of skin infection in under five tribal children under five years of age. Substantial proportion of Anaemia and Jaundice also plague the community in a big way. Prevalence of significant proportion of Cancer in the population is a cause of concern especially when the modern health facilities are lacking and it entails heavy expenditure.

The health seeking behaviour shows that reliance is more on the magico-religious practices rather than the modern health services which is much higher even when compared with the rural Odisha (NFHS 2005-06). While it reflects that awareness is low towards treatment by modern medical system, it is also of concern that Govt health facilities are not available nearby which is also a reason for low access to these facilities. It has been observed that there is a deficit of 26 sub centres, 80 PHCs and 42 CHCs in tribal area of Odisha (CTRAN, 2009). The negligence towards the illness is evident as nearly 12% people did not take any treatment which needs specific attention.

CONCLUSION

The morbidity profile of the Kandha presents a high prevalence of illness which is in sync with other studies on tribal people. Though, the prevalence of morbidity is substantial across the age group, it is more alarming in younger and oldest group. People depend more on the traditional system of health care as utilisation of modern health facilities is secondary. It is more so because health facilities are located far from their habitation deterring them to access the services.

A thorough approach to health care is necessary to take care of the problem of the population. Availability of health service will surely improve the condition of the tribal people who suffer from myriad health problem.

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A FORMAL ANALYSIS OF ADDRESS TERMS IN BURUSHASKI SPEAKERS OF KASHMIR VALLEY

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ABSTRACT

The goal of this paper is to analyze the kinship forms, modes of address and greetings to get a better understanding of the kinship system found in the community. First part of the paper begins with a brief discussion of two categories: (1) personal names and nicknames (2) modes of address and greetings in the community.

Keywords: address, greeting, language, nickname, personal, kinship terminology.

INTRODUCTION

Speakers of *burushaski*, also called as *bursho*, *hunzas* and *hunzakuts* are settled in Kashmir for last 120 years (from the year 1889). They are called by the name of '*botraj*' by Kashmir's because they are identified as '*bot*' (ethnic mongoloid) and according to their history they are the decedents of King of Gilgit and are now settled down in the same area. The word '*boTraj*' is a compound term; '*bot*' being a kashmiri version of '*bhutta*' (in *rajatarangini*) and '*raja*' means the '*ruler*'. They refer to themselves as '*bursho*'

PERSONAL NAMES

Personal names are the cultural universals (Alford 1988:2). Names are considered as a marker of person's identity. In *Bursho* community personal names are the most common form of addressing. Males and Females are given different names at the birth of the child. Last names are hardly used for addressing. Personal names are not part of their mother tongue (*burushaski*) and thus, these names are not used in the ceremonial contexts. Older persons address the younger by their first names and new born babies a '*jotis*'. People belonging to same age also address each other by their first names. Clipping of the names is not preferred by the community members which is seen in many of the neighboring communities. They prefer to pronounce by the first names. Interestingly, parents are not addressed by their first names. Persian and Arabic names are mostly preferred which are chosen according to the religious text. Another important point which is observed here is that most of the names also reflect their adherence to the Shia Muslim sect. Those names which are attached with the family of Prophet Mohammad (SAW) e.g.; *Ali*, *Safdar*, *Hassan*, *Hussain*, *Murtaza*, *Mohammad*, *Fatima*, *Khatija*, *Aisha* etc.

e.g; *Murtaza Hussain Khan*

Arabic+Arabic+Urdu

Aisha+ Hussain

Arabic+Arabic

According to sociologists and linguists, the name of individuals (males, females, adults and children) in a society reflects a particular linguistic background and features of the socio cultural ethos. Same is the case with people belonging to *Bursho* community. In this connection, a list of the names of people residing in their community was prepared.

Male names	Female Names
Raja Mehboob Ali khan	Fatima begum
Raja Safdar Ali Khan	SyedaBano
Raja Majid Khan	Nasreena Akhtar
Wazir Nissar Hassan Khan	Husna Hussain
Wazir abbas Shah	Kaneez Fatima

Table 1.1: Male and Female names in community

It is interesting to observe the prevalence of first name of raja 'king' and wazir 'minister' and the final name (surname) of khan 'chief/ chieftain / Pashtu surname'. This is possibly an attribute and pointer towards their royal background. It is interesting to observe the lack of epithets like raja, wazir, etc among the female names. It is also observed that the names of the children belonging to *Bursho* community are mostly 'modern names'.

Children with indistinguishable names from the same family unit are typically identified by the father's name.

e.g; *Razia hashmat ali*

Razia imtiyaz hussain

NICKNAMES

Nicknames are given to individuals by their companions or family members are regularly associated with what they look like for sure they have done. Some of the nicknames used by the community people are given on the basis of appearance like (Rose) because of red cheeks like color of rose flower; some are on the basis of profession. 'Master khala', 'Doctor sahab' and 'Wakil sahab'. While others are kept on the basis of places like Pakistani 'pupho' because the lady is from Pakistan .Some of the nicknames are according to the period in which a person is born. E.g.; 'tika' because the person was born during the period of general tika in Pakistan. Other nicknames are *babaloo*, *boay*, *tipu* are also used. Nicknames are not given on the basis of temperament or abnormality. It is interesting to note that the nicknames are not from burushaski language but from other language like English, Persian, and Urdu etc.

KINSHIP TERMS

According to O.N. Koul (2005), use of kinship terms, modes of address and modes of greetings represent socio-cultural milieu of any society. They have an important place in the sociology of language. Descend ties produce relatives known as 'consanguine, and relatives through marriage are affine. The kinship terms represent cultural and sociological patterns of the society in which these terms are used. Kinship terms are usually classified into two categories: (a) consanguine and (b) affinal.

The dimensions of (i) generation, (ii) lineal (direct ancestors and direct descendents) vs. Collateral (kinsmen descended from one's own ancestors i.e. uncles, brothers, nephews, etc.) and (iii) sex are important in the study of kinship terms. They indicate the close knit structure of the society.

Lexical and kinship components of derivative terms in the kinship terminology of Burushaski:

KIN RELATED BY BLOOD

a) Own generation

	derivative term	lexical component	kinship component
Brother	bhai/		
Elder brother	baḍa bhai/	+	<i>acho</i>
Younger brother	<i>inay acho</i>	<i>inae</i> +	<i>acho</i>
Sister	<i>ayas/kaki</i>		
My sister	<i>jaayas</i>	<i>ja</i> +	<i>ayas</i>
Your sister	<i>inayayas</i>	<i>inae</i> +	<i>ayas</i>

Table 1.2: Kinship of own generation

b) First ascending generation

	elementary term	derivative term	lexical component	kinship component
Father	<i>aya/ baba</i>			
My father		<i>jaaya</i>	<i>ja</i> +	<i>aya</i>
Your father		<i>inaeaya</i>	<i>inae</i> +	<i>aya</i>
Father's brother		<i>jot baba (younger)</i> <i>uyum baba(elder)</i>	<i>jot</i> + <i>uyum</i> +	<i>baba</i> <i>baba</i>
Father's brother's wife		<i>jot mama(younger)</i> <i>uyum mama(elder)</i>	<i>jot</i> + <i>uyum</i> +	<i>mama</i> <i>mama</i>
Father's sister		<i>jot nene(elder)</i> <i>uyum nene(younger)</i>	<i>jot</i> + <i>uyum</i> +	<i>nene</i> <i>nene</i>
Mother	<i>ami/ mama</i>			
My mother		<i>jaami</i>	<i>ja</i> +	<i>ami</i>
		<i>inae ami</i>		

Your mother			<i>inae</i> +	<i>ami</i>
Mother's brother		<i>jot angu</i> (younger) <i>uyum mangu</i> (elder)	<i>jot</i> + <i>uyum</i> +	<i>angu</i> <i>angu</i>
Mother's sister		<i>jot ami</i> (younger) <i>uyumami</i> (elder)	<i>jot</i> + <i>uyum</i> +	<i>ami</i> <i>ami</i>
Mother's sister's husband	<i>nene</i>			

Table 1.3: First ascending generation

c) Second ascending generation

Father's father	elementary terms <i>dado</i>
Father's mother	<i>api</i>
Mother's father	<i>dado</i>
Mother's mother	<i>api</i>

Table 1.4: Second ascending generation

d) First ascending generation

Brother's son	Elementary term <i>atrue</i>
Sister's son	<i>Ayās mo muye</i>
Sister's daughter	<i>Ayas mamoe</i>

Table 1.5: First ascending generation

KINSHIP BY MARRIAGE

My Husband Your husband	elementary term <i>uyar/jamate muyar</i>		lexical component	kinship component
Husband's brother's wife		<i>jamate etru</i>		
Husband's father		<i>aeskir</i>	<i>aes</i> +	<i>kir</i>
Husband's mother		<i>aeskus</i>	<i>aes</i> +	<i>kus</i>
Husband's sister	<i>arik</i>			
Wife My wife Your wife		<i>gus/ jamat jagus inaygus</i>	<i>ja</i> + <i>inae</i> +	<i>gus</i> <i>gus</i>

Table 1.6: Kinship by marriage

KINSHIP BY ADOPTION/AFFILIATION

Adopted son	derivative term <i>dubmarumhilas</i>	lexical component <i>dubmarum</i> +	kinship component <i>hilas</i>
Adopted daughter	<i>dubmarumdasin</i>	<i>dubmarum</i> +	<i>dasin</i>

Table 1.7: Kinship by adoption/affiliation

STEP RELATIONS

	derivative term	lexical component	kinship component
Step father	<i>duchoo</i>	<i>ducho</i> +	<i>oo</i>
Step mother	<i>duhoumi</i>	<i>ducho</i> +	<i>umi</i>
Step Brother	<i>duchoo lus</i>	<i>ducho</i> +	<i>olus</i>
Step sister	<i>duchoo yes</i>	<i>ducho</i> +	<i>oyas</i>

5) KINSHIP BY GENDER

Man	<i>hir</i>		
Woman	<i>yus</i>		
Daughter	derivative term	lexical component	kinship component
My daughter	<i>dasin</i>		
Your daughter	<i>jadasin</i>	<i>ja</i>	+
	<i>inaedasin</i>	<i>inae</i>	+
Son	<i>hilas</i>		
My son	<i>jahilas</i>	<i>ja</i>	+
Your son	<i>inaehilas</i>	<i>inae</i>	+

Table 1.9: Kinship by gender

KINSHIP TERMS BY THEIR LINGUISTIC STRUCTURE

According to Murdock, kinship terms can be classified by their linguistic structure into types: elementary terms, derivative terms. An elementary term is an irreducible term, like *baba* and *ami* etc. On the other hand, a derivative term is compounded out of an elementary term plus some other linguistic element which does not primarily possess kinship meaning. The derivational terms have two structural varieties, single derivative and compound derivative. A single derivative term consists of a lexical element and its prefix and elementary term as its suffix. The above table shows the presence of elementary and derivative terms in Burushaski.

Kinship can be divided into closed blood relation and distant blood relations. Closed include relation like father, mother, brother, sister, son daughter. Distant blood relations like 'grandfather', 'grandmother', 'mother's sister', 'father's sister' etc. In some of the kinship terms modifiers and affixes like '*jot*' and '*uyum*' are used to differentiate between elder and younger person like '*jot baba*' (younger) '*uyum baba*' (elder) which makes it a compound kinship term. Similarly '*ja*' and '*inay*' are added to the base kinship term to differentiate like My brother '*jaacho*' Your brother '*in ayacho*'. In second ascending generation grandfather and grandmother are both addressed by the same names '*api*' and '*dado*' and it is same for both paternal and maternal side. Another modifier '*dubmarum*' is added to base kinship term for adopted son and daughter. In kinship terms of marriage, prefix like '*aes*' are added to father in law and mother in law making it '*aeskir*' and '*aeskis*' respectively. Suffix like '*kir*' and '*kus*' are used to differentiate between father in law and mother in law. Only one term '*aestin*' is used for the man's in laws and that of woman's. Besides the above given all kinship terms of the Burushaski language, there are also the presence of some of the Kinship terms which are borrowed from the other languages, besides the frequently borrowed Urdu like '*ami*', '*baba*', '*mama*' and '*api*' from balti. '*ducho*' prefix is used for step relations. There are different terms used for father, mother, brother and sister when used with step relations.

MODES OF ADDRESS

In Bursho community there are specific situations or social relationships in which people do not call a person by his name but by various forms of modes of address between the addressee and addresser.

While addressing someone he/she may use different types of interjections, first names, diminutive first names, surnames, kinship terms; terms associated with professions, second person pronouns etc. Modes of address differ in their directness, their formality and their narrative point-of-view.

Certain honorific suffixes like '*jiger*', '*jaan*', '*raja*', are added to the name of a boy making it '*salman jiger*', '*murtaza jaan*', '*amir raja*'. Similarly for girls also suffix like '*ghario*' and '*moji*' are used. '*moji*' is usually used by the father to address the daughter out of love. Brothers are addressed as '*le acho*' by the sisters. Younger or elder sister is called by the name '*kaki*'. Older people address new born babies as '*jotis*'

MODES OF GREETINGS

Modes of greetings are not just identification of expressions to specific standards and guidelines set around norms of etiquettes but are sort of social ceremonies which we for the most part say what the other individual anticipates to say.

Greetings can be either socio cultural or socio religious. Examples of socio cultural are hello, hi and socio religious are '*salam*', '*sat sriya kaal*' etc. In Bursho community only socio religious greetings are used viz; '*as salamu alaikum*' (Peace be upon you) due to the religious significance. This term is considered as the most polite form of greeting and it is not time or situation specific. This is followed by the inquiry about the interlocutor's health. According to the community members the use of sociocultural terms is considered derogatory. There are two sorts of greetings in burushaski; verbal and nonverbal. More often than not the greeting is not complete without some sort of nonverbal

Each society has its own particular formalized expressions of greetings as well as gestures which are non-verbal like, prostration, saluting with hands, bowing, collapsing, handshakes, and hands kissing, and embracing. For example Bursho community only males shake hand with each other. Age is considered as an important marker during social interactions. Apart from the socio religious terms greeting is accompanied by non-verbal gestures. An older man with greet a younger person by putting his hand on his head and using the expression “*khudai-e um daltas gorutis*” meaning ‘May you live long’.

For initiating the greetings there are specific type of socio-religious rules. A younger person will greet the older person first and this is applicable for both the sexes. This greeting is not time or context specific .It is also seen that same type of greetings will be used while addressing a person with high or low social status. At the time of leaving a specific expression ‘*khuda hafiz*’ is used followed by ‘*acha jane cha*’ meaning (I’m leaving). The alternate response is same ‘*khuda hafiz.*’ From the perspective of predictable greetings in burushaski fall inside of two general classifications: closed and open .The closed are those which has a fixed response, where predictableness is definite. On the other hand the open may have more than one response,

Bursho to Hindu: ‘*namaste*’ , Bursho to Muslim: ‘*assalamualaikum*’, Bursho to Sikh:- ‘*adab*’, Bursho to Kashmiri pundit: ‘*adab*’

Bursho may greet each other using different greeting expressions and get alternative unpredictable response as follows:-

Greeting expression	Alternative response
‘ <i>assalamualaikum</i> ’ (Peace be upon you)	-‘ <i>valaikum Salam</i> ’ (And unto you be peace)
‘ <i>beneba</i> ’ (How are you?)	‘ <i>dalta</i> ’ (Fine)
‘ <i>rahat ba</i> ’ (How do you do)	‘ <i>avara hatba</i> ’ (I am fine)
‘ <i>haleo yonra hat bana</i> ’ (How is everybody at home?)	‘ <i>ava bilkul shone ban</i> ’ (Everybody is fine)
‘ <i>gudim shohabia</i> ’ (How is your health?)	‘ <i>shukur shohaba</i> ’ (Thanks to Almighty it is good)

GREETINGS ACCOMPANIED BY TERMS OF ADDRESS

Greetings are sometimes accompanied by proper terms of address. For example social titles related to profession like ‘*ustaad*’ or ‘*master ji*’. According to Parkinson (1985:130) .The term ‘*ustaad*’ is a term that almost everyone is entitled to, and thus while it marks the respect that any formal relationship would require, it does not mark the kind of deferential respect that truly high addressees expect to receive ". Similarly, ‘*judge sahib*’ is used with a judge and ‘*doctor sahib*’ with a doctor to show respect. Some titles like ‘*haji sahib*’ are also use with a person who has performed ‘*hajj*’.

CONCLUSION

In present work attempt has been made to analyze the different forms of address used by the community people. Personal names of both males and females are analyzed. It was seen that the personal names are the most common form of addressing used by the community members. An important observation seen in the community is that most of the names reflect their adherence to the Shia Muslim sect. It is also interesting to observe the lack of surnames among the female folk. Kinship can be divided into closed blood relation and distant blood relations .In some of the kinship terms of burushaski language modifiers and affixes are added to differentiate between elder and younger persons

A STUDY OF SUPPORTING INGREDIENTS FOR DESIGN OF COMPETITIVE MARKETING STRATEGIES FOR INDUSTRIES IN INDIA

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ABSTRACT

The design of Effective Marketing Strategies demand not only Market Orientation Approach, Consumer Orientation Attitude but also Effective Marketing Mix. If Marketing Mix of an Organization is highly effective at a Marketplace, this Mix in itself would definitely act as Competitive Marketing Strategy. Marketing Strategies become effective when distinct ingredients of Marketing Mix utilized by an Organization in a specific market at a particular time are effective.

The fundamental concept of Marketing Mix started with four major ingredients, namely, Product, Price, Place and Promotion. Subsequently, the marketers of Service Industries added three more ingredients, namely, People, Process and Physical Evidence. Furthermore, the Researcher has himself suggested Fifty Four (other than traditional seven) Augmented Ingredients of Marketing Mix in another Inter National Research Paper. No wonder, tomorrow another researcher may double this Number.

Exhibition of Practical Impact through a Marketing Strategy is not appropriate at a Marketplace, but such an effect should be experienced by the Leading Competitors. If a number of varying ingredients, as suggested by the Researcher are selectively, intellectually and tactfully applied, in practice, the resultant Marketing Strategies would definitely be highly Competitive at a marketplace.

Keywords: Augmented Ingredients of Marketing Mix. Leading Competitors.

INTRODUCTION

The design of Effective Marketing Strategies demands not only Market Orientation Approach, Consumer Orientation Attitude but also Effective Marketing Mix. If Marketing Mix of an Organization is highly effective at a Marketplace, this Mix in itself would definitely act as Competitive Marketing Strategy.

Traditionally, the Marketers in Industries in India were using universally and unanimously accepted Model of Four Elements or Ingredients of Marketing Mix, consisting of, namely, **Product, Price, Place and Promotion**. After emergence of 'Services Marketing' as a specialized and distinct branch of study in the field of Marketing Management, even the service providers, to start with, adopted the same traditional model in respect of provision of services to the consumers in order to ensure maximum consumer satisfaction. However, subsequently, it was discovered that the **Traditional Model of Marketing Mix consisting only of Four Ingredients is too Inadequate** to secure maximum consumer satisfaction. As a result, Service Providers modified the traditional model and subsequently added three augmented ingredients, namely, **People, Process and Physical Evidence**.

With the passage of time, even the Model of Marketing Mix consisting of Seven Ingredients, as mentioned above, was indeed, experienced, as inadequate, especially, by the providers of Service Industries. Thereafter, there was observed a trend of introduction of augmented ingredients of Marketing Mix by different industries. Although the number of ingredients of Marketing Mix used was identical, the ingredients proper, used, were different. *Furthermore, it may necessarily not be out of place to point out that the Researcher has himself suggested Fifty Four (other than traditional seven) Augmented Ingredients of Marketing Mix in another Inter National Research Paper. No wonder, tomorrow another researcher may double this Number.*

RESEARCH PAPER OBJECTIVE

The following is the Objective of the Research Paper.

1. To Study the Supporting Ingredients for Design Competitive Marketing Strategies for Industries in India

SCOPE OF THE RESEARCH PAPER

The Practical Scope of the Research Paper extends to the study of the supporting Ingredients for Design of Competitive Marketing Strategies for Industries in India.

RATIONALE OF THE RESEARCH PAPER

Indeed, exhibition of Practical Impact through a Marketing Strategy, in itself, is not appropriate at a Marketplace, but such an effect should surely be experienced mainly by the Leading Competitors. In this Research Paper, the researcher has suggested a number of varying ingredients which would help an Organization while designing its Marketing Mix consequently, different Marketing Strategies. If these

ingredients are selectively, intellectually and tactfully applied, in practice, the resultant Marketing Strategies would definitely be highly Competitive at a marketplace.

RESEARCH PAPER METHODOLOGY

For writing this Research Paper, the following Research Methodology was followed.

1. Review of Literature was done through various Books and significant Websites

(a) To Study Practical Concepts of Marketing Strategy and Marketing Mix.

(b) To develop better practical insight about Market Oriented Approach and Consumer Orientation Attitude.

(The details about all the Books and the Websites are given in the Section, of 'Categorized Bibliography,' located at the end of the Research Paper.)

2. Different Inferences were arrived at and opinions and views were formed after Applying Logical Interpretations based on the facts learned through Review of Literature, as mentioned above.

SOURCES OF SECONDARY DATA

The sources of Secondary Data include Relevant Books, Web Sites and Inter National Research Paper, which are mentioned in detail in the Section of Categorized Bibliography.

REVIEW OF LITERATURE

The idea of the 'Marketing Strategy,' was conceived by **Prof. Neil H. Bordon** of Harvard Business School. It is a Technique which the firms adapt to face Market Changes and to take corrective Action at right time. Moreover, it is one of the dynamic variables which fluctuate according to Marketing Environment. The major decisive factors while selecting the Marketing Strategy for an Organization are **Synergistic Potential, Productivity and Substitutability of Marketing Inputs** and **Competitive Situational Analysis**. The Marketing Strategies can broadly and conveniently be classified into different categories like **Market Leader Strategies, Market Challenger Strategies, Market Follower Strategies, Market Nicher Strategies and Unique Selling Proposition Strategies**.

According to **James Brian Quinn**, the Strategy is the Pattern or Plan that integrates Organization's Major Goals, Policies and Action Sequences into a Cohesive whole. **"A well-formulated Strategy helps to Marshal and Allocate Organization's Resources into a Unique and Viable Posture based on its relative Internal or Core Competencies or Strengths and Shortcomings or Weaknesses, Anticipated Changes in the Environment and Contingent Moves by intelligent Opponents."**

Furthermore, **Strategy as a 'Plan,'** is a Consciously Intended Course of Action or a Guideline to deal with a Situation. Such Action Plans may either be general or specific. **Strategy as a 'Ploy,'** is a Specific Maneuver intended to outwit a Competitor or an Opponent. **Strategy as a 'Pattern,'** is visible in a Stream of Actions that a firm undertakes from time to time to strengthen its position in the market place, reflected through Consistency in firm's Behavior, whether intended or not intended. Strategy can also be interpreted as a Position or Perspective.

A Strategy has three essential elements namely, **Goals, Significant Policies and Major Action Sequences**. It deals not only with **Unpredictable** but also with **Unknowable**. It may unravel a fact, about the Organization and its Environment, which otherwise may never ever comes to the light. Each and every Strategy in an Organization which is **Hierarchy-wise Related** or **Mutually Supported** is, in general, complete in itself depending on the **Overall Level of Decentralization** intended to practice within the Organization.

The Researcher himself has already suggested Fifty four (other than traditional seven) Augmented Ingredients of Marketing Mix in another Inter National Research Paper. These Ingredients, which are mentioned below, may be considered suitable, thus, adoptable by the Industries in India.

(1) Packaging (2) Perception (3) Persistence (4) Publicity (5) Pinnacle (6) Procuring (7) Positioning (8) Pacing (9) Promise (10) Principle (11) Positivism (12) Probability (13) Paradise (14) Paradigm (15) Pattern (16) Paradox (17) Paragon (18) Paramount (19) Paranormal (20) Propaganda (21) Passion (22) Patience (23) Patronage (24) Peek (25) Perfection (26) Percolation (27) Persuasion (28) Prestige (29) Performance (30) Perish-ability (31) Power (32) Permanency (33) Perpetuity (34) Preserve (35) Philosophy (36) Phenomenal (37) Philanthropy (38) Profile (39) Politics (40) Practice (41) Possibility (42) Practicability (43) Precaution (44) Precision (45) Prediction (46) Participation (47) Proactive (48) Predominant (49) Pre-empt (50) Preference (51) Premier (52) Pioneer (53) Presumption (54) Pride.

DEFINITIONS OF DIFFERENT TECHNICAL WORDS USED IN THE RESEARCH PAPER

Kenneth R. Andrews has defined the word '*Strategy*,' as the Pattern of Decision in a Company that determines and reveals its Objectives, Purposes or Goals, produces the Principal Policies and Plans for achieving these Goals and defines the range of Business the Company is to pursue, the kind of Economic and Human Organization it is or intends to be and the Nature of the Economic and Non-Economic Contribution it intends to make to its shareholders, Employees, Customers and Communities.....

In the words of **Prof. Neil H. Bordon**, '*Marketing Mix*' refers to the Apportionment of Effort, Combination, Design and Integration of Elements (Ingredients) of Marketing into a Program or (also called as) a Mix which on the basis of an Appraisal of Market Force

will best achieve the Objectives of an Enterprise at a given time.

Philip Kotler defines the term '*Marketing Mix*' as the Mixture of Controllable Marketing Variables that the firm uses to pursue the sought level of sales in the Target Market.

The '*Marketing Mix*' is also defined as the set of Actions or Tactics that a Company uses to promote its Brand or Product in the Market.

CONCEPT AND PRACTICAL UTILITY OF MARKETING MIX

The fundamental idea of Marketing Mix was conceived by **E. Jerome McCarthy** and **Prof. Neil H. Bordon of Harvard Business School**. In simple words, Marketing Mix is a plan which is designed to analyze varying problems, those different industries face, related to the specific field of Marketing, in practice.

As a matter of fact, this kind of Marketing Analysis actually takes place in the following two ways.

- (a) By utilizing important forces which emanate from Marketing Operations of a specific Industry and
- (b) By adopting Procedures and Policies for an Efficient Marketing Program.

Moreover, Marketing Mix is a Business Tool used in Marketing and by Marketing professionals. It is very often quite crucial, in practice, particularly, while determining a product or a brand's offer.

PRECAUTIONS PRIOR TO PRACTICAL APPLICATIONS OF MARKETING MIX

The following points may be properly attended to and deeply considered, prior to the application or adoption of any ingredient, mentioned above, by any Industrialist or a Service Provider, in India.

- a. All the suggested Ingredients can necessarily not be applicable or adoptable to all the Industries or Services.
- b. Even if, there would be observed some identical Ingredients in respect of some Industries or Services, relative significance attached and their respective impact on the Operations either of the Industry or Service would be drastically, sometimes Dramatically different or even contradictory or conflicting in practical character.
- c. The number of ingredients of Marketing Mix may fluctuate from time to time and market to market, depending upon consumer responses, preferences, likes, dislikes, tastes, demands, wants, needs, desires, aspirations, etc.
- d. The intensity and impact of different ingredients of Marketing Mix would reveal varying patterns depending upon the stage of the product or the service in the Product Life Cycle or Service Life Cycle, respectively.

RESEARCHER'S INFERENCES, PERSONAL VIEWS AND OPINIONS

After studying in deep, all the ingredients of Marketing Mix, the researcher has arrived at the following practical and important inferences. The description also covers Researcher's Personal Views and Opinions.

- 01. All the ingredients of Marketing Mix are undoubtedly Co-equal, Interdependent (not Independent) as well as of utmost essence, relevance and significance, in practice. It may, necessarily, not, at all, be out of place to mention over here that any one or even more of the ingredients of Marketing Mix may achieve relatively more weight-age, at a particular time in a specific market. However, this would certainly turn out, totally, to be temporary or a transitory marketing phase, in the long run. Besides, this type of phenomenon, does not undermine the importance of other ingredients of Marketing Mix.
- 02. Marketing Mix, as a Program, no doubt, acts as an *Integrated Marketing Strategy*. In simple words, all the ingredients of Marketing Mix, irrespective of their Number and consequent Impact on Marketing Operations of an Industry, taken together (not in isolation), constitute Marketing Strategy of an Industry. As a matter of fact, all the ingredients of Marketing Mix act simultaneously, neither alternatively nor in a specific chronological sequence.

03. All the ingredients of Marketing Mix are not only individually but also collectively very important. But, the ***real skill of a Marketing Manager lies in their Proper Mix or Blend***. Indeed, this is expected to develop a unique way for the design of Marketing Strategies for a particular Industry, in order to combat with the Competition in a highly dynamic Marketing Environment.
04. All the final and conclusive decisions regarding all the ingredients of Marketing Mix must necessarily and timely be intelligently coordinated and balanced throughout the Marketing Department of an Industry, just to achieve an appropriate Marketing Mix in a specific market at a particular time.
05. ***A Thorough Grasp of Consumer Perceptions, Tastes and Expectations is a Common Prerequisite*** for all the ingredients of Marketing Mix, an industry may be using, at a time in a market.
06. Marketing Mix must ultimately lead to the following four things.
 - (a) Assurance of Quality of goods and services
 - (b) Availability of goods and services primarily, at a place and price a consumer wants
 - (c) Maximum Consumer Satisfaction ultimately leading to increase in the frequency of purchases of goods and services and
 - (d) Development of Brand Equity, over a period.

RESEARCH PAPER LIMITATIONS

Like each and every Research Paper, this Research Paper also proceeds with certain limitations as follows.

1. As the Research Paper study is purely of Academic orientation, some sort of adaptation to prevailing condition is ideally necessary prior to its practical application.
2. As the Research Paper Study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the narration of the Research Paper.
3. The Augmented Ingredients of Marketing Mix those are suggested in the Research Paper are rationally based on Researcher's Observations, Perceptions and Experiences, over a very long period of twenty years. Therefore, although the Academicians, Marketing Practitioners or Consultants and other Experts of the Marketing Field may agree as a Concept and in Principle with the Practical Philosophy (regarding Augmented Ingredients of Marketing Mix) which is advocated in the Research Paper, they may not intellectually agree with each and every ingredient of Augmented Marketing Mix, as they may have an altogether different or even contradictory or Conflicting Views, Opinions, Perceptions, Observations, Experiences, in practice.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is scope and potential for research in future for the following topics.

1. A Study of Applications of Augmented Ingredients of Marketing Mix in Industries in India

FOOT NOTES

1. Those Traditional Ingredients of Marketing Mix which are commonly utilized either by the Industrialists or by the Service Providers in India are not included in the suggested list of Augmented Ingredients of Marketing Mix.
2. At the same time, their running reference is given while introducing the Research Topic. These Ingredients are, ***Product, Price, Place, Promotion, People, Process, Physical Evidence, Potential, Penetration and Profit***.

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BEHAVIOUR OF RETAIL INVESTORS –AN EMPIRICAL STUDY

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ABSTRACT

Capital Markets are the financial markets in which corporate equity and long term debt are issued and traded. Capital market works as a conduit for demand and supply of long term debt and equity capital. The behaviour of investors in the capital market is influenced by various factors like capital appreciation, higher rate of return, Liquidity, safety, tax benefits, worthiness of scrips etc. It is said that investment activity directly depends up on saving, i.e. excess of income over expenditure. The growth of economy depends on the capital formation which in turn depends on the investment made by retail investors, financial institutions, government agencies, industries etc. The present paper investigate factors influencing the investment decision of retail investors, purpose of savings, sources of investment information, factors influencing the purchase and sale of shares etc. The present study is limited to the Calicut Districts of Kerala.

Keywords: Capital market, Investment, Purchase decision, Retail investors, Shares.

INTRODUCTION

The growth of economy depends on the capital formation which in turn depends on the investment made by individual investors, financial institutions, government agencies, industries etc. It is therefore very essential for any country to provide a conducive and productive climate to promote investment by selling up a system which provides all inputs required by an individual for making investment. Investment is an act of placing funds in some opportunity or instrument with expectation that will be preserved or increase in value or generates positive returns. The overall investment process is the mechanism for bringing together suppliers with demanders. Capital markets are the means through which small and scattered savings of the investors are directed into productive activities of corporate entities. A well organized and regulated capital market facilitates sustainable development of the economy by providing long term funds in exchange of financial assets to investors. In the past 15 years, the Indian Capital market has witnessed exponential growth in terms of the volume as well as in terms of market capitalization and in regulatory standards and practices. India is one of the most successful developing countries in terms of a vibrant securities market.

SIGNIFICANCE OF THE STUDY

Investors are the back of capital market. A developing economy like India needs a growing amount of investors' savings to flow to corporate enterprises. The level of equity market participation of the retail investors has been increasing over the past few years. The increasing participation in the capital markets also resulted in raising problems of the small investors. It is extremely important for the policy makers of capital markets to understand the retail investors' worries and concerns about the capital market.

STATEMENT OF THE PROBLEM

Kerala has a large reservoir of small investors belonging to the middle class households. It has the nation's most literate population and the highest reach of print media. Though investors and investor behaviors' differ the ultimate goal of an investor is attaining high return. There are different investment avenues, but the problem has been selecting the most remunerative and suitable of them. The present study attempts to understand the behaviour of retail investors in the capital market in Calicut city.

OBJECTIVES OF THE STUDY

The main objective of the study is to analyze the factors influencing the behaviour of retail investors in the capital market and to provide suggestions to the policy makers and financial advisors to strengthen the capital market.

METHODOLOGY

The data required for the study has collected from both primary and secondary sources. The investors of Calicut city form the universe of the study. The size of the sample was 120 respondents from Calicut district, Kerala, India

COLLECTION OF DATA

The secondary data required for the study has been collected from various sources like books, journals, magazines, reports and working papers etc. related to the topic. The primary data has been collected from the investors with the help of properly structured interview schedule.

TOOLS FOR THE STUDY

The data collected from the respondents has been classified, tabulated and analyzed by applying appropriate mathematical and statistical techniques. The tools used for the analysis is Percentage, Mean, Standard deviation etc.

RESULTS AND DISCUSSIONS**Profile of the sample respondents**

The summarized profile of the respondents are presented below

Table-1: Profile of the Sample Investors

Age Years	No.of investors	Education	No.of Investors	Occupation	No.of Investors	Income	No.of Investors
Below 30 Years	36 (30)	Below Graduation	10 (8.3)	Salaried Employees	70 (58.3)	Upto Rs.20000	48 (40)
30-40 Years	49 (40.8)	Graduation	52 (43.4)	Business	34 (28.3)	20000-30000	40 (33.4)
41-50 Years	18 (15)	Post Graduation	30 (25)	Professional	11 (9.2)	30001-40000	18 (15)
5Years	17 (14.2)	Technical/ Professionals	28 (23.3)	Retired	5 (4.2)	Above Rs. 40000	14 (11.6)
Total	120 (100)	Total	120 (100)	Total	120 (100)	Total	120 (100)

Source: Primary Data

Note: Figures in brackets indicate percentage of total.

From the analysis of table 1 it is seen that (40.8%) investors come under the age group 30-40, those who belongs to age group of 41-50 constituted (25%) and (30%) investors comes under below 30 years.

FACTORS INFLUENCING INVESTMENT DECISIONS OF RETAIL INVESTORS

Data relating to distribution of retail investors according to importance of various factors influencing investment decision is given below.

Table-2: Factors Influencing Investment Decisions of Retail Investors

Factors	Very Important	Important	Not Much Important	Not Important At all	Total
Capital Appreciation	59 (49.2)	34 (28.3)	15 (12.5)	12 (10)	120 (100)
Regular Return	25 (20.8)	40 (33.35)	42 (35)	13 (10.85)	120 (100)
Tax Benefits	29 (24.2)	36 (30)	38 (31.7)	17 (14.1)	120 (100)
Higher Return	57 (47.5)	39 (32.5)	15 (12.5)	9 (7.5)	120 (100)
Safety	61 (50.8)	44 (36.7)	9 (7.5)	6 (5)	120 (100)
Liquidity	36 (30)	55 (45.8)	16 (13.4)	13 (10.8)	120 (100)

Source: Primary Data

Note: Figures in the brackets indicate percentage.

It is clear from the table that majority of the investors (87.5%) considered the safety of their investment as a major factor influencing their investment decisions. It can be further seen that a good number of investors (80%) select the alternatives which provides higher return followed by the alternatives offering capital appreciation (77.5%).

PURPOSE OR MOTIVES OF INVESTMENT

The major purpose or motives of investments are tax benefit, future uncertainty, medical assistance, education for children and acquisition of fixed assets. The following table shows the purpose or motives of investment of selected retail investors.

Table- 3: Motives of Investment

Purposes of Investment	No. of Respondents	Percentage
Acquisition of fixed assets	40	33.3
Future uncertainty	31	26
Education of children	24	20
Tax benefit	15	12.5
Medical Assistance	10	8.2
Total	120	100

Source: Primary Data

It is clear from the table that (33.3%) of respondents invest for acquiring fixed assets, followed by future uncertainty (26%). Only (8.2%) respondents investing for medical assistance.

SOURCES OF INFORMATION

The major sources of information for taking investment decisions include personal study, news papers, information from friends and relatives, investment brokers, business channels and website. The data relating to distribution of select investors according to sources of information are given below:

Table-3: Sources of Information

Sources of Information	No.of Respondents	Percentage
News papers	35	29.2
Personal Study	25	20.83
Friends and Relatives	19	15.8
Brokers	15	12.5
Business Channels	20	16.7
Investment Website	06	5
Total	120	100

Source: Primary Data

It is clear from the table that majority of investors (29.2%) gather information for taking investment decisions from news papers followed by personal analysis (20.83%) and business channels (16.7%). Brokers or investment advisors provide information to (12.5 %) retail investors.

FACTORS INFLUENCING PURCHASE OF SHARES

The major factors influencing the purchase of shares include recommendation of experts, average purchase price, bullish trend, worthiness of scrip etc. The following table shows that the factors influencing the purchase of shares by retail investors.

Table-4: Factors Influencing Purchase of Shares

Influencing Factors	No. of Respondents	Percentages
Experts Recommendation	40	33.3
Average the purchase price	17	14.2
Bullish trend	14	11.7
Worthiness of Scrip	49	40.8
Total	120	100

Source: Primary Data

It can be noted from the table that the majority of the investors (40.8%) purchase the scrip based on its worthiness followed by shares recommended by experts (33.3%). Only (11.7%) investors considering the bullish trend while purchasing the shares.

FACTORS INFLUENCING SALE OF SHARES

The following table shows the factors influencing sale of shares by selected investors.

Table-7. Factors Influencing the Sale of Shares

Influencing Factors	Age group				Total
	Below 30	30-40	41-50	Above 50	
Need Of Money	4 (12)	7 (13.8)	4 (21)	4 (23.5)	19 (15.8)
After getting desired rate of return	16 (48.5)	23 (45)	8 (43)	5 (29.4)	52 (43.4)

Market touches new high	8 (24.2)	10 (19.7)	4 (22)	5 (29.4)	27 (22.5)
Market expected to fall	5 (15.3)	11 (21.7)	3 (15.8)	3 (17.7)	22 (18.3)
Total Sample	33	51	19	17	120

Source: Primary Data

Note: Figures in brackets indicate percentage of total.

It is clear from the table that majority of investors (43.4%) sell the shares after getting desired rate of return and around (23%) sell the shares when the market touches new high. Only (18.3%) sell the shares expected to fall the price of shares.

INVESTMENT TIME FRAME IN EQUITY SHARES

Data relating to distribution of select retail investors according to investment time frame in equity shares and duration are presented in the following table.

Table-6: Investment time frame of respondents

Time Frame	No. of respondents	Percentage
Less than 1 month	28	23.3
1 to 2 months	29	24.2
3 to 6 months	21	17.5
7 to 12 months	23	19.2
More than 12 months	19	15.8
Total	120	100.00

Source: Primary Data

It is clear from the table that (24.2%) hold the shares for less than 2 months and (23.3%) investors hold shares less than one month. (17.5%) investors hold the shares 3 to 6 months and only (15.8%) investors hold the shares more than one year.

MAJOR FINDINGS OF THE STUDY

1. Majority of the Investors (87.5%) considered the safety of their investment, followed by the higher rate of return (80%) and capital appreciation (77.5%).
2. Around (45%) investors do not consider tax benefit as an important factor for taking investment decisions.
3. Acquisition of fixed asset is the prime motive for investment according to (40%) investors followed by future uncertainty (26%) and education of children (24%).
4. News paper is the key source to (29.2%) of respondents and (20.8%) respondents conduct personal analysis for investment information.
5. Only (5%) investors depends website for investment information.
6. The major factor influencing the purchase decision of share is worthiness of scrip (40.8%) and majority of investors (52%) sell the shares after getting desired rate of return.

SUGGESTIONS

Based on the above findings the following suggestions are worthwhile:

➤ Enhancement of investors awareness

SEBI has to take necessary measures to conduct investor's awareness programmes more frequently all over India where equity culture is less.

➤ Control Volatility of the Markets

The regulatory authorities should take necessary measures to control the volatility of the market to protect retail investors.

➤ Integration of capital market with banking sector

It is necessary to integrate the capital market with banking sectors to attract more retail investors.

➤ Equity as long term investment alternative

The analysis of the equity trading practices of the investors reveals that the majority of the investors sell the shares within two months from the date of purchase. This clearly indicates that the investors consider equity as short term investment alternative. The investors should also consider equity investments as a long term investment alternative to protect themselves against the short term fluctuations in the market.

CONCLUSIONS

Capital markets are the barometer of the health of the economy. An efficient and vibrant capital market facilitates sustainable development of the economy. A developing economy, like India, needs a growing amount of investor savings to flow to corporate enterprises. Investors are the back of capital market. The level of equity market participation of the retail investors has been increasing over the past few years. In order to attract the investors the government or authorities has to take certain steps like integration of capital market with banking sector, enhancement of investors awareness, control volatility of the markets, exploring new sources of information etc. Apart from these the retail investors should consider equity investment as a long term investment alternative to protect themselves against the short term fluctuation in the market.

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MOTIVATION PRACTICES OF THE PROFESSIONAL MANAGERS

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ABSTRACT

An organization becomes effective when each one of its members makes an optimum contribution towards the organizational objectives. The performance of group depends upon the ability and willingness of its members to work and the techniques used by them. Ability is the function of education, training and experience while willingness depends upon the level of motivation. The success of management depends largely upon its capacity to inspire and impel the subordinates to work hard for the achievement of common objectives.

This research paper is divided into two parts. The first part contains conceptual discussion on the concept of motivation. The second part presents findings of the survey carried out by the researcher on pertinent points related to the motivation of the professional managers in Vidarbha. These points are: factors positively influencing the level of job performance of the managers, factor inhabiting the level of performance of the managers, the need for the making special efforts to motivate the subordinates, perception of the managers about the factors that can influence the operational efficiency level of their subordinates and perception of the managers about the use of negative incentives.

It is found that respondent managers consider opportunity for personal growth and development as the most important factor affecting the level of their job performance. Most of the managers under study categorically stated that there is a need of making special efforts to motivate the subordinates. Adequate income and complete job security are the most important factor which can influence the operational efficiency level of their subordinates.

Keywords: Industries, Motivation, Negative incentives, Professional Managers

INTRODUCTION

In all modern industrial organizations the level of performance of the people is not up to the mark mainly because of the low level of motivation among people, the effectiveness of the efforts of managers and the degree of their success today depends largely whether they themselves are motivated and secondly upon their capacity to inspire the subordinates to work hard for the achievement of the organizational objectives. An attempt is made here to examine certain factors that influence the motivation of the managers in Vidarbha and evaluate the factors that influence their ability to motivate their subordinates

PROBLEM OF MOTIVATION

An organization can achieve its objectives when every member of that organization makes an optimum contribution and level of his performance relating to the job is up to the mark. The performance of a group depends upon the ability and willingness of its members to work and the technology used by the group members, performance (P) can be described as a function of an individual's ability (A), Technology (T) and motivation (M) and may be presented as –

$$P = M (A + T)$$

In all modern organizations the level of performance of the people is not upto the mark mainly because of the low level of the motivation among the people. The effectiveness of the efforts of the managers and the degree of their success today depends upon largely whether they themselves are motivated and committed to the organization and secondly upon their capacity to impel the subordinates to work hard for the attainment of common objectives. This is the problem of motivation.

CONCEPT OF MOTIVATION

The term motivation is derived for the word 'motive' which means any emotion, need, idea, organic, state which causes motion. Motivation may be defined as the complex of force inspiring a person at work to intensify his willingness to use his ability for the achievements of specific objectives. According to McFarland¹ "Motivation refers to the way in which urges, drives, desires, aspiration, striving or needs direct, control or explain the behavior of human beings."

Thus motivation is a well planned and directed process of stimulating people to act in a particular manner. The nature of this process is as below.

1) Motivation is concerned with human motives. Human motives – an inner state that energizes, directs or moves behavior towards – goal – are based on needs.

- 2) Needs are mental feelings, these are of different types: They are interconnected and inseparable and it is not possible to divide them into water-tight compartments.
- 3) The feeling of an unsatisfied need causes tension and then an individual is inspired to take action to reduce the tension. When the need is satisfied, tension is recovered and the person feels inspired to work in a particular direction.
- 4) Motivation is different from satisfaction. Motivation is the process of stimulating an individual or a group to take desired action.
- 5) Thus, motivation, if successful, leads to desired action which affects the performance of the concerned individuals in a positive manner.

Joseph Massie and John Douglas² have described the motivational process, thus:

- 1) Individual motives (basic needs, wants or desires) when translated into a personal world becomes personal goals.
- 2) Personal goals in the context of organization are expressed in jobs, position or duties.
- 3) The organizational definition of individual personal goal behavior is job performance.
- 4) Thus manager are concerned about (a) Job performance, (b) Jobs, (c) personal goals, and (d) motives.

REVIEW OF LITERATURE

Human abilities cannot give results until they are combined with motivation. Although motivation does not move them, it mobilizes and directs them towards the achievement of goals. The problem of motivation relates not simply to the finding of incentives which raise output to the maximum but which raise output to the optimal level and maintain it there. The problem of motivation of managers is very important because ultimately it is the manager who creates dynamism in the organization, inspires the subordinates and the workers for hard work and prepares them to make sacrifices, if these are at all needed in a particular situation. Therefore motivation of the managers has been always a challenging subject of research for the researchers.

Ganguli³ conducted a study in an Indian railway workshop employing nearly 12,000 workers. He interviewed 27 supervisors and 140 workers. The results showed that the supervisor expected three things from his jobs: adequate income, job security and adequate value towards his suggestions and recommendations regarding his own work group. A comparison of supervisors at various levels however revealed some basic differences. It appeared that sympathetic superiors, promotion opportunities, material benefits and settlement of grievances were more important to supervisors at the lower levels than higher up. Supervisors higher up gave more importance to authority, power and technical training.

In the study conducted by Lahiri and Shrivastava⁴ conducted to test Herzberg's two factor theory in Indian conditions. It was revealed that middle level managers gave importance to responsibility, domestic life, accomplishment and job and utilization of ability on the job. They gave less importance to organizational policy, promotion, salary, superior and growth avenues. In another enquiry conducted by Sawalapur⁵ it was found that the middle level managers gave more emphasis to job security, boss, company, working conditions, etc.

Laxmi Narain⁶ conducted a study of 1213 managers working in 47 public sector undertaking in India. Attempts were made to evaluate eight areas of needs for measuring motivation and to analyze eight factors hampering their performance. Among the factors conducive job performance, the feeling of worthwhile accomplishment was considered as the most important. It was followed by recognition, the opportunity for personal growth and decision making authority. Other motivating factors were challenge in the job, opportunity for taking initiative satisfaction from interpersonal relations with peers superiors and subordinates, status etc. The inhibiting factors were lack of consistency in management policies, undefined responsibilities, inadequate communication and bureaucracy in management.

Several research studies tried to validate Maslow's classification of needs. The study conducted by Agarwal⁷ revealed that security was the most important need of the managerial class in our country. The study conducted by Ganguli and Guha⁸ has revealed the same thing. Nahata⁹ reported an inverse relationship between need satisfaction and role conflict. Managers and supervisors were found to be more dissatisfied in the higher order need categories. The most important finding of the study conducted by Saiyadain and Monappa¹⁰ was that the achievement need was a major characteristic of the managerial class.

Ananthraman and Deivasenapathy¹¹ investigated the level of achievement among managers, supervisors and workers. They found that managers had higher achievement motivation than supervisor and workers. Similar findings were reported by Singh¹². The overall motivational profile showed preference for intrinsic rewards (freedom and autonomy, responsibility, challenges and varieties at work, meaningful career and self-actualization) over the extrinsic rewards (security, salary and perquisites and good physical conditions). Dolke and Sutana's¹³ study revealed that there was some relationship between achievement and motivation.

In a study by Prasad and Gowda¹⁴ of 50 managers of what they wanted from their jobs, it was found that managers expected recognition of work, job contents, higher status and authority, good salary, informal relationship with higher-ups and clearly defined responsibility in order of preference.

An important aspect of the motivation of managers relates to their perception of the organization. The enquiry conducted by Sharma¹⁵ revealed that the middle managers' role satisfaction depended upon the quality content of their jobs and their perceived status in the organization. On both these counts of manager in the public sector undertaking were not satisfied. The study conducted by Dingra and Pathak¹⁶ revealed that there were significant difference among the Indian managers working in proprietary and partnership concerns and those working in the subsidiaries of foreign companies.

The profile of Indian managers as revealed by the research studies is still a partial view, since these studies relate to different sectors and levels of management. However it is clear that as far as the top level managers are concerned there are two sets, one set consists of those managers who get motivated by intrinsic rewards of self-actualization where as the other set consists of the managers who are motivated by extrinsic rewards. There are, however several complicating factors which influence the behavior of Indian managers in relation to their work.

RESEARCH GAP

Number of studies has been conducted by various researchers on communication. Some of the important studies are mentioned in the review of the literature. But these studies are not confined to a particular region or any specific state. Most of the studies are also not related to any particular industry or a particular type of industries.

The process of industrialization of Vidarbha region is in progress. The operations of these old and new industries and their performance to a great extent is dependent on how these industries are actually managed and this to a certain extent depends on the professional managers who are managing these industries. Managers and their practices has been very interesting and important area which requires systematic and in depth study. Motivation is an important function of the managers operating from the top level. Therefore a study of communication practices of the professional managers that too of a developing area is essential.

OBJECTIVES

The objectives of the present study are as under

1. To study the role and the problem of motivation.
2. To understand the factors that positively influences the level of job performance of the managers.
3. To study the factors that inhabits the level of performance of the managers.
4. To understand the need for making special efforts to motivate the subordinates.
5. To understand the perception of the managers about the factors that can influence the operational efficiency level of their subordinates.
6. To understand the perception of the managers about the use of negative incentives

RESEARCH METHODOLOGY

This research paper aims at examine the practices of the professional managers in respect of Motivation. The data was collected by administering a structured questionnaire from 100 professional managers operating at top and middle level of big industrial undertakings, situated in all nine districts of Vidarbha region of Maharashtra State. In order to supplement the information collected through the questionnaire method, interview of 20 managers were conducted with the help of interview guide. The researcher has also collected the secondary data from various sources to supplement the primary data. The data collected with the help of questionnaire was tabulated and then analyzed with the help of some simple statistical tools.

SCOPE OF THE STUDY

The scope of the research is summarized as follows:

1. The scope of the present study is confined to the geographical limits of Vidarbha region of Maharashtra State.

2. A period of five years was selected for conducting the research
3. The researchers have selected a sample of 100 professional managers operating at top and middle level of industrial undertakings.
4. The researchers have selected the sample by random sampling method.
5. The findings of the study were based on the primary as well as secondary data.
6. This research study aims at examining the motivation practice of the professional managers operating at top and middle level management at big industrial undertakings.

HYPOTHESIS

The hypotheses of the present study are presented as follow:

1. Most of the professional managers feel that there is a need of making special efforts to motivate the subordinates.
2. Most of the professional managers thought that adequate income and complete job security are the most important factor which can influence the operational efficiency level of their subordinates.
3. Attitude of workers and their unions and Lack of fairness in personal matters are the important factors which adversely affect the level of performance of the managers.
4. Manager uses negative incentives or negative motivation as a tool

ANALYSIS OF DATA

1. Factors Positively Influencing the Level of Job Performance of the Managers

In a given situation the level of the Job performance of the managers can be positively or negatively influence by the presence of certain factors. The factors which can positively influence the level of job performance of the managers are related with their different needs. The philosophical orientation of the managers Vidarbha was sought to be explored by asking them to evaluate eight different need areas and give them ranking as per their performance.

The study revealed that more than one third of the respondent managers consider opportunity for personal growth and development as the most important factor affecting the level of their job performance. This factor is clearly related to the esteem needs of the managers. 31 percent managers have given highest ranking to job security amongst the difference factors contributing to the job performance of the managers. In the industrial society, safety needs assume considerable importance in the context of the dependent relationship between employees and employers. Pay, allowance and other benefits was the third importance factors considered by the managers among the eight different factors contributing to the level of their job performance. Pay allowance and other benefits constitute to the source of income for the managers and they are related with the physiological and safety needs of the managers. "Feeling of worthwhile accomplishment" was considered as the most important factor by seven managers. This factor is related with the self-actualization need. It was observed that a small number of respondents have attached highest importance to factors like opportunity for promotion (07), recognition for good work (06) and decision making authority (04)

It is observed that though the managers have the same relative human urges as other people, Maslow's hierarchy of human needs theory does not strictly apply to these managers. In view of such a diverse pattern of performance to human needs, the motivational plan for the managers should be comprehensive enough to include a variety of rewards appealing to the productive diverse of individual managers.

2. Factors Inhibiting the Level of Performance of the Managers

In every organization and in every situation where are certain factors which adversely affect the level of performance of the managers. Information was collected about the executive responses in terms of their attitudes towards the different factors which can inhibit the level of performance of these managers. In view of the number of respondents who gave top ranking to the different factors inhibiting their job performance, these factors can be arranged in the following order.

- 1) Attitude of workers and their unions (31).
- 2) Lack of fairness in personal matters (21).
- 3) Lack of consistency in management policies (13).
- 4) Lack of clear definition about responsibilities (11).

- 5) Inadequate communication (09).
- 6) Government interference (08).
- 7) Sloth and bureaucracy in management (04).
- 8) Audit control (03)

3. The Need of Making Special Efforts to Motivate the Subordinates

Since motivation is a process of stimulating people to action to accomplish desired goals and impel people to make the necessary efforts, the respondent managers were asked to express their considered opinion whether there is a need for making special efforts to motivate their subordinates.

According to about one fourth of the managers, there is no need for making special efforts on their part to motivate their subordinates. The rationale put forth by these managers was that if the top management pays adequate monetary consideration to the employees for their work, if the working condition are quite satisfactory and if there is no deliberate effort on the part of management to do discrimination and injustice to the employees, the employees understand their responsibilities and hence there is absolutely no need for the managers for making some special efforts to motivate the subordinates.

However majority of the managers under study think that these days all the things stated above is the minimum what the employees expect from management and therefore this is not adequate to motivate the subordinates for more work and better work. These managers strongly feel that the top management should make well planned efforts, by way of providing different incentives to the employees, so that they will be prepared to make sustained efforts for the achievement of the organizational goals.

4. Perception of the Managers About the Factors that can Influence the Operational Efficiency Level of their Subordinates

Herzberg's motivation – hygiene theory embodies two types of factors or satisfiers and hygiene factors or dissatisfiers. According to this theory, on one hand satisfaction of the hygiene factors check an individual from becoming dissatisfied, the motivator factor s on the other hand, motivate and also cause job satisfaction. Thus the presence or absence of different factors relating to the work environment makes a definite impact on the will to work of the managers and their subordinates.

It was from this view point that an attempt was made to understand the perception of the managers about the relative importance of the different factors that are supposed to exert a positive impact on the operational efficiency of the people working under them, the study revealed that maximum respondents (47), have given highest importance to adequate income amongst the factors that may have positive impact on the operational efficiency of their subordinates, it is followed by complete job security (33), rapid promotion opportunities (11), satisfactory working conditions (05) and recognition of the good work done (04).

The ranking given by maximum number of respondents (47) to all the ten factors is indicated below. These rankings indicate the opinion of the maximum number of the professional managers in Vidarbha about the relative importance of the different factors that are supposed to make an impact on the efficiency of their subordinates.

a) Adequate income	1
b) Complete job security	2
c) Rapid promotion opportunities	3
d) Satisfactory working conditions	4
e) Recognition of the good work	5
f) Satisfactory grievance redressal procedure	6
g) Different perks and facilities	7
h) Facilities of advanced technical training	8
i) An efficient two-ways communication system	9

The manager under study have not realized the importance of motivation as an instrument to achieve the goals set by the organization and to improve the efficiency level of the managers and non-managers. It is necessary that the managers should properly study the different needs of the people, identify different motivators and

hygiene factors and design a comprehensive plan that will provide different incentives to people in such a way that it will inspire them and also continue to inspire them for hard and sincere work.

5. Use of Negative Incentives

Motivation process is concerned with inspiring the employees to work with greater efficiency, greater sincerity and greater devotion in order to get maximum possible results and achieve the goals set by the organization. This can be done through positive motivation or through negative motivation. As far as approach is concerned, positive motivation and negative motivation are opposed to each other. Negative motivation involves the use of negative incentives i. e. punishment, transfer, demotion, fine, etc.

An attempt was made to ascertain the perception of the professional managers in Vidarbha about the use of negative incentives or negative motivation as a tool to impel the subordinates to do hard work or work with greater sincerity. The study revealed that 8 out of 100 managers expressed the opinion that they will use the negative incentives regularly, 7 managers expressed that they will use the negative incentive occasionally, 19 managers expressed their opinion that they will use the negative incentives only when they are compelled to use it, whereas 66 managers expressed the view that they will like to combine the negative incentives with positive incentives as a matter of policy. Not a single manager has stated that he will never make use of negative incentives; the difference is in respect of approach and the intensity with which the negative incentives will be used and thirdly, whether the managers want to use the negative incentives as a matter of policy or not. The analysis of the responses of the managers clearly indicates that the approach of the professional managers in Vidarbha about the use of negative incentives is not doctrinaire but is very pragmatic and practical.

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WORKPLACE INCIVILITY: POISON TO PERFORMANCE

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ABSTRACT

Workplace is the second home to every working individual; but with uncivilised behaviour and rude conduct, it soon turns an exile for those employees. Incivility is one of the most common outcomes of bossism and the root causes of an unhealthy work climate. Many believe that it has no direct cost associated, but impacts of the same can be seen with deteriorating output and creativity, increased absenteeism, and employee turnover. There becomes an inverse relation of increasing stress levels and diminishing performances as nobody is bound to take it in a positive way, and as a whole the organisation suffers. This seldom leads to generalisation of a company and damaged customer relationships. Deliberately or inherently, incivility is a zero sum game of autonomy. Attrition rates sky rocket and those who stick by the company, give the same abuse to new employees and the domino effect is never ending.

Keywords: Incivility, rude, performance, behaviour, conduct, workplace

1. INTRODUCTION

Andersson and Pearson define workplace incivility as “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others” (1999: 457).

Cases of absurd rude behaviour by bosses, seniors or people in authority are common and have always been prevalent. But these are usually not a blink and miss cases. People who are a target to this lash out are usually junior or subordinate staff, who don't have much say in the organisation and seldom lack the guts to speak about it. In most cases incivility doesn't go very well with employees and they are bound to react in a negative way not just because humans are emotional creatures but because respect at workplace is one of the drivers of loyalty to a firm.

In today's era, incivility is prevalent everywhere, workplace housing it the most. It's rampant and can be seen or felt in abundance. In a recent survey by Harvard Business Review, it was noted that almost 98% of employees had faced incivility at work and not strange enough the frequency ranged from weekly display of such behaviours. While some people may directly face the abuse, other's might suffer internally as the seniors are smart enough to sabotage with indirect insults, taunts and pointing out directed at the single employee only. These forms of subtle incivility might make an employee even more helpless to face and deal with it.

2. OBJECTIVES

This study has been conducted to fulfil the following objectives:

- [1] To provide an understanding of the concept of Incivility at work place
- [2] To study the forms of incivility
- [3] To understand the social context of incivility
- [4] To review the social power theory as a base for incivility
- [5] To discuss the impacts of incivility on employees
- [6] To weigh the costs associated with incivility
- [7] To review the overall effect of incivility on the organisation and the brand

3. METHODOLOGY

The research paper is an attempt of Descriptive Research, based on the secondary data sourced from various newspaper articles, journals, magazines, press releases and media reports.

4. CONCEPT

"When we think about incivility we think about something major, but it doesn't have to be; most of the time it's the little things accumulated in your daily life that make a huge impact. Many people experience incivility, but they choose not to speak up because they need the job or worry about retribution"- Jia Wang, Associate Professor at Texas A&M University in the US, said in a statement.

Often it is said that it's the little things that matter the most in life, and maybe it's the little that adds to become huge. This can also be the right argument while talking about incivility. Humans beings are emotional different

from animals, but sometimes many humans prefer displaying animalistic behaviour and tendencies. Rudeness at work or any place is totally unjustified but people knowing do it. The reason why some people are able to indulge in such activities and why some are not is not just a subject matter of his/her personal choice or nature but also contingent on the power given to them. Autonomy, authority and position aren't just theoretical words; they are present because they are given to people within an organisation. And then there are certain people who misuse them to their advantage be it professionally, for ulterior motives or merely for having sadistic pleasure of pulling someone down.

It has been asserted that many uncivil work behaviours fall into the category of daily hassles—that is, routine nuisances of everyday life (e.g., Lazarus, 1999; Lazarus & Folkman, 1984). Daily hassles lack the drama and intensity of major life events. Nevertheless, chronic, low-key stressors that repeat over time can “wear down” an individual, both psychologically and physically (e.g., Wheaton, 1997). Moreover, targeted employees may have difficulty developing effective means of coping with and controlling such ambiguous phenomena. Hopelessness and resignation may result (Deitch et al., 2004). Following Richman and colleagues' (1996; Rospenda, 2002) reasoning, personnel might also find interpersonal hostility highly unexpected and unnecessary in the work environment (in contrast to task-based stressors, which might seem more routine and therefore more tolerable in that context). For all of these reasons, daily interpersonal stressors at work can accumulate to have a greater impact on psychological and health outcomes than major time-limited disturbances (e.g., Cortina & Magley, 2004; Cortina et al., 2001; Deitch et al., 2004; Lazarus, 1999; Lazarus & Folkman, 1984).

5. INCIVILITY IN THE SOCIAL CONTEXT

Incivility involves the behaviour of people, and it also involves the outcomes on the behaviour and human beings are social beings surviving in a society, hence it will be right to put it that incivility is a social process. The intensity of incivility is not directly proportional to the risk involved to a company because if it's in low intensity, the chances of climbing up the ladder for such aggression might level up.

Workplace incivility is a social exchange perspective, as social interactions in the form of a spiral of reciprocal interpersonal conflicts.

-Andersson and Pearson (1999)

The interactions can easily escalate from initially low intensity to then more concrete forms where the harmful intentions are more clear and concrete. Incivility is not just restricted to the offender and the aggrieved but has the potential to spread to other 3rd parties such as observers who either can learn to avoid such things or to become a party to it themselves. By allowing such acts and not curbing them incivility becomes the face of the organisation and a generally acceptable behaviour within an organisation. This can have a cascading effect on the organisation culture as a whole and the instigator can become the role model for others. This can be a serious issue as this can become the climate of an organisation.

SOCIAL POWER THEORY

Various studies have shown that incivility is in several ways related to the power position of the instigator. First, it is common for the instigator to be found higher up in the organizational hierarchy (Estes & Wang, 2008). Based on the social power theory (French & Raven, 1959), Cortina et al. (2001) argue that incivility can serve as a means of exercising power.

Social power theory propagates that employees at lower level social status such as being in lower hierarchy in an organisation are a part of lower social status groups and thus more susceptible to incivility by employees of higher status in an organisation.

So incivility usually starts with the higher status employees being uncivil towards lower status and this penetrates with declining power.

Pearson and Porath (2009) found that about 60% of all reported workplace incivility in their study was initiated by a person with a higher organizational rank and was directed to a person of lower rank.

It is also observed that workers behave differently to incivility by people in higher authority such as superiors and people at the same level such as co-workers as usually the former is considered to be ruder. Also the direction from higher to lower makes such conduct with different magnitudes such as subtle forms of incivility like sabotage.

6. IMPACT OF UNCIVILITY

Human being are the most vital resources of any organisation. For their efficiency, it's very important to make note of their physical and mental health, else the organisation shall not be making optimal utilisation of resources. Many believe that workplace incivility is not as major a matter of concern as it is thought of, but the victims do not agree. Not being respected or rather being harassed is a major setback especially at your work place. Many people don't have the adequate courage to speak up which is often misunderstood as negligible behaviour equivalent to easy tolerance.

The proliferation of incivility in the workplace has very real, very negative consequences for employees, workgroups, and organizations. Barling and colleagues (Barling et al., 1996; Barling, Rogers, & Kelloway, 2001) have theorized that experiences of abusive behaviors at work lead to negative mood, cognitive distraction, fear, and perceived injustice. Others (e.g., Andersson & Pearson, 1999; Cortina et al., 2001; Miner-Rubino & Cortina, 2004) have added damaged social identity and anger to this list. These cognitive and affective reactions, in turn, adversely influence targets' occupational, psychological, and physical health. Some have proposed that these negative consequences extend beyond the targeted employee to affect bystanders, workgroups, and whole organizations (Andersson & Pearson, 1999; Miner-Rubino & Cortina, 2004).

Discourteous behaviour is occasionally seen as unproblematic and harmless, but many researchers suggest that as the phenomenon of workplace incivility is common in today's organizations the adverse effects and costs are large (Pearson & Porath, 2009). Evidence shows that employees who perceive incivility are at greater risk of mental health problems (Cortina et al., 2001; Lim & Lee, 2011; Torkelson, 2011). It has also been found that incivility is related to decreased job satisfaction, decreased willingness to remain in the organization, impaired performance, lower productivity (Cortina et al., 2001), lower job satisfaction and increased turnover intentions (Laschinger, Leiter, Day, & Gilin, 2009), lost commitment to work, lack of loyalty to the organization (Pearson et al., 2005), decreased satisfaction with managers and colleagues, a sense of injustice and conflict between work and family (Lim & Lee, 2011). In addition, uncivil behaviour may spread as a norm which affects the entire organization. In that way a culture of uncivil behaviour may be developed and the long-term consequences of such a culture may be extensive (Pearson et al., 2005).

Several authors (Estes & Wang, 2008; Pearson et al., 2005) have reported that workplace incivility is a phenomenon that has increased in working life in recent years, and research has demonstrated that incivility at work is highly prevalent (Cortina et al., 2001; Lim, Cortina, & Magley, 2008; Pearson, Andersson, & Porath, 2000). In an American study, 54% of participants reported that they had instigated incivility towards others in the organization in the past year, 12% had instigated it several times and 3% had done so daily (Reio & Ghosh, 2009). In another American study, Pearson et al. (2005) found that 25% witnessed workplace incivility daily and 50% had themselves been victims at least once a week in the past year.

7. FORMS OF INCIVILITY

Various experts have drawn very various dimensions of work place incivility. Few of them can be summarised as:

❖ Verbal incivility

This is one of the most common forms of incivility where the rude behaviour is displayed directly using verbal means.

This can either be active or passive depending and direct or indirect based on the individual(s) involved.

These can be seen in instances like:

Passive indirect: No interest at all in clarifying any false statements

Passive-direct: Silent treatment shown by co-workers by not answering calls or replying to emails or messages. Avoiding any contact.

Active indirect: Propagating lies, doing loose talk and spreading rumours about co-workers and belittling others' ideas with in the office.

Active direct: Insulting and bullying people, giving condescending replies and yelling at co-workers.

❖ Physical incivility

Physical incivility is when people opt for physical display of behaviour for their inappropriate conduct. This can either be active or passive depending and direct or indirect based on the individual(s) involved. These can be seen in instances like:

Passive indirect: Influencing other workers to stop co-operating with specific people in the workplace and hence cornering them.

Passive direct: Trying to be in groups with larger number of people at work, to camouflage underperformance within an office.

Active indirect: Stealing office resources, destroying office property, abusing machines and equipment, funds misappropriation at office.

Active direct: Physically attacking people, verbally assaulting others and sending cold non-verbal messages.

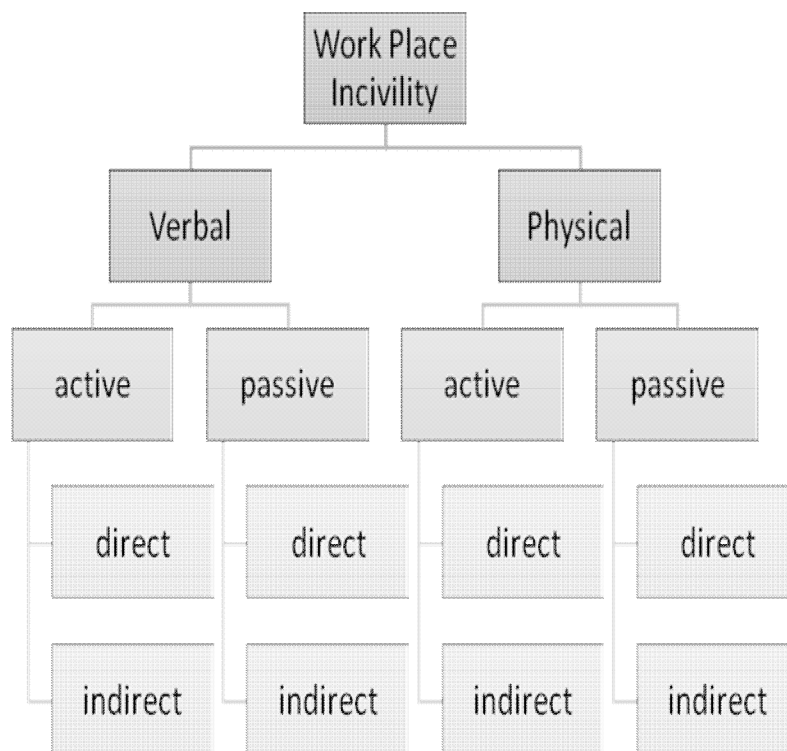


Fig: Types of incivility

It is believed that people who indulge in such behaviour never usually stop at one level and frequently are found to be moving from indirect to exhibiting direct uncivilised acts, if not stopped at the primary stage or given timely counselling.

Personnel targeted with pervasive incivility ultimately lose commitment to their organizations and exit at higher rates (Cortina et al., 2001, 2002; Lim & Cortina, 2004; Pearson, Andersson, & Porath, 2000; Pearson et al., 2001; Pearson & Porath, 2004; Richman et al., 1999; Rospenda, 2002).

8. COSTS OF INCIVILITY

Discourteous behaviour is occasionally seen as unproblematic and harmless, but many researchers suggest that as the phenomenon of workplace incivility is common in today's organizations the adverse effects and costs are large- (Pearson & Porath, 2009)

It is usually assumed that things that aren't visible cost nothing. Just like any other thing, there are direct and indirect costs attached to incivility. As its not tangible, it is often thought of as being costless. The biggest price of incivility is suffered by the aggrieved party in form of ruptured self respect, which impacts his overall performance due to various factors such as stress, emotional breakdowns, blackouts etc.

Very often it is believed that incivility is not different from sexual harrasment or physical assault in terms of the trauma faced by the workers. This also leads to people themselves becoming from targets to initiators of such aggressive workplace behaviour. Hence polluting the whole work environment to slow down in terms of performance and attrition.

Incivility usually leads to a chain reaction to the aggrieved, the instigator and other people who are merely the audience to such inter personal conflicts in an organisation. Even employees who observe uncivil treatment towards colleagues tend to show lower job satisfaction and commitment alongwith greater job burnout leading to turnover. These adverse effects on individual and such collective consequences have financial implications for employers, who have to absorb the costs of employee distraction and discontentment, various job accidents, different kinds of substance abuse, frequent sick leaves, conflicts within teams, diminishing productivity, and atleast turnover.



Fig : Impact of Incivility on Performance | Source: McKinsey/Google

A survey of 800 employees amongst 17 sectors by Harvard Business Review in found people having suffered workplace incivility to indulge in the following:

- 48% intentionally decreased their work effort.
- 47% intentionally decreased the time spent at work.
- 38% intentionally decreased the quality of their work.
- 80% lost work time worrying about the incident.
- 63% lost work time avoiding the offender.
- 66% said that their performance declined.
- 78% said that their commitment to the organization declined.
- 12% said that they left their job because of the uncivil treatment.
- 25% admitted to taking their frustration out on customers.

9. INCIVILITY AND PERFORMANCE

Every organisation comprises of various assets, human or physical which work in harmony of each other for the overall success of a firm. Performance of the organisation is a function of various resources in tangent to each other.

Incivility makes workers fearful and angry to operate in an organisation where they have suffered uncivil behaviour.

Some of the most common outcomes of uncivility are:

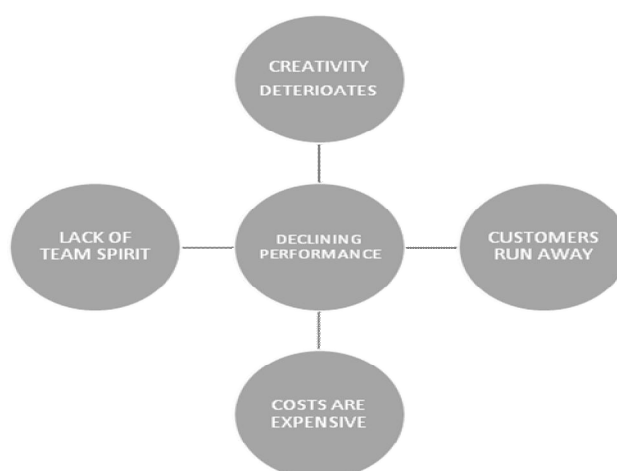


Fig: Declining Performance from incivility

Creativity deteriorates

For a business to be successful its vital that the creative instincts of employees are high. Employees having faced incivility often end up being depressed, angry and mostly in fear which curbs them to give their best. They resent taking new challenges as they expect to be demeaned and picked upon by their superiors.

Lack of team spirit

As earlier described, incivility has a spiral of reactions on the organisation. Not just the suppressed party is involved, but also the organisation as a whole gets shaken by such uncivil conducts if they are not stopped adequately in time. Team effort is required for successful performance of a company but it usually fails if the organisation climate is supportive of such rude behaviour. People usually shirk from offering a helping hand and individual performance stagnates to an overall mediocrity.

Customers run away

Grapevine or the informal communication is a strong means of information flow be it inside the office or outside. The aggrieved who usually lack the confidence to speak up within the office, are most likely to talk about the misconduct outside the office to its peers. In the time of aggressive media platforms and social media sites, such cases are usually made public with anonymity which provides the employees a protection against further assault. Noting this, customers tend not to associate themselves with a company not treating their own employees properly.

People are less likely to associate with a company where they perceive an employee as rude, even if the rudeness isn't directed at them.

Costs are expensive

Managers have a tough time dealing with incivility. As discussed above, there are various costs associated with incivility which don't come in cheap.

According to a study conducted by Accountemps and reported in *Fortune*, managers and executives at Fortune 1,000 firms spend 13% percent of their work time—the equivalent of seven weeks a year—mending employee relationships and otherwise dealing with the aftermath of incivility. And costs soar, of course, when consultants or attorneys must be brought in to help settle a situation.

10. CONCLUSION

Just like poison slows down the functioning of the body and weakens the senses, it can be said that incivility also acts as a slow poison to the organisation as well as a worker's performance. It is highly unethical and totally undesirable to inculcate such a negative environment in a firm but the irony is that it persists.

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