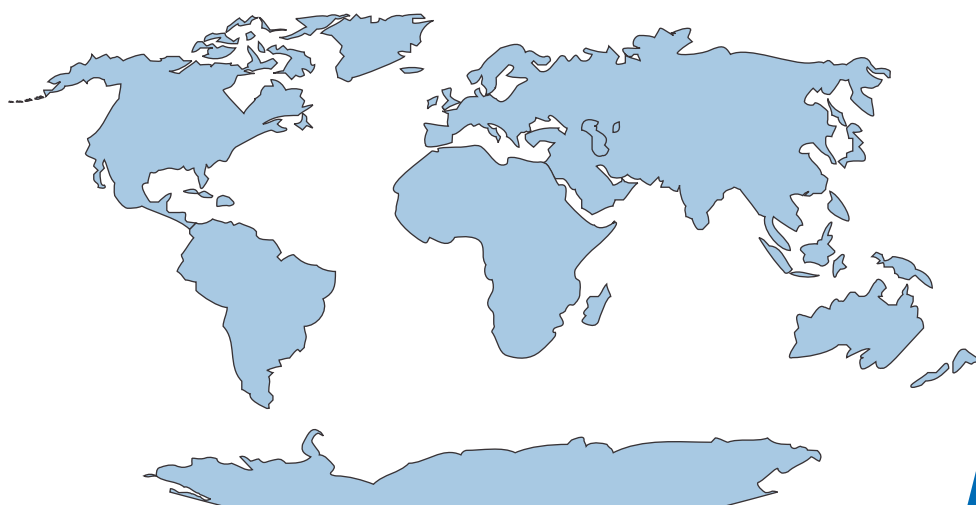


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**INFLUENCE OF SERVICE QUALITY ON CUSTOMER ADOPTION IN TECHNOLOGY BASED
BANKING SERVICES – AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO
COIMBATORE DISTRICT**

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ABSTRACT

This paper investigates the knowledge of Indian customers towards the utilization of advancements regarding such factors as tangibility, reliability, responsiveness, competence, access, ease of use, courtesy/empathy and security that empower customer's adoption on Innovation Based Banking Services. Customer satisfaction plus customer adoption are additionally tried. The information has been gathered from 225 customers of both Public Sector and Private Sector Banks of Coimbatore District. A survey invigorated data on statistic factors alongside Customer Adoption and Service Quality factors. The outcomes demonstrate that personal factors, for example, gender, age, education and Income assume a positive part in adoption of banking innovation. Larger part of them satisfied with competence, access and, ease of use factors and the mean while the respondents are recommend enhancing service factors such as responsiveness, security and, courtesy/empathy. It is a period that the banks need to give secured and reliable features to their customers.

Keywords: Technology Banking, Customer Adoption, Customer Satisfaction

I. INTRODUCTION

People love to use technology in every field possible. Almost each sector adopts most modern technology to lure more customers. In this era of technology, banks are also in the race of persuading more customers to use their services. The banking industry is right now in the cutting edge of innovation updates, adjustments and applications. Banks are currently headed to investigate more up to date advancements which would more be able to viably build portability, upgrade security, bolster new items and benefits, and enhance customers' banking experience, while limiting expenses, keeping in mind the end goal to fortify their aggressive edge. It empowers banks to offer 24x7x365 service utilizing lesser labor.

Innovation based banking is one of the developing patterns in the Indian banking and is assuming a one of a kind part in fortifying the banking sector and enhancing service quality. The banking sector in India has presented innovation based banking in a staged way. Foreign banks are the pioneers in innovation banking, and after that private banks presented it bigly and however public sector banks are currently change from traditional banking to innovation based keeping money. It encroaches on operations of banking in a wide range of ways. It has empowered the banks to deal with the electronic payments and inter-bank settlement quicker and in huge volumes.

II. Technology Based Banking Services

Technology, specifically, has been progressively utilized in benefit associations to upgrade customer service quality and delivery, diminish costs, and institutionalize core service offerings.

Technology-based banking services: Technology-based banking services are banking services that need computer systems or machines to operate. The services can incorporate ATMs, telephone banking, mobile banking, Internet banking, or vendor purposes of offer for handling installment exchanges (Dimitriadis & Kyrezis, 2008; Lin & Hsieh, 2006).

The need for Technology adoption in banking can be highlighted with the following points:

- The expansion in interest in managing an account division has constrained the banks to change on to automation of existing procedures.
- Cost sharing amongst customers and items and its examination constrained banks to let it all out. Expenses in banks are shared crosswise over items and even crosswise over customers. An investment that might have a positive impact on one customer base or product may have the desired impact on the overall cost base.
- Banking services may be a class of services for which demand and supply created additional demand. Banks have predictable that they need to offer the opportuneness of newer technology to retain their current customers.
- The mix effect of technology in banking reflects the fact that technology can replace simple repetitive utilities such as the elementary calculations and within oriented back office support utilities that were

automated originally. The business requirements of banks/financial institutions are changing rapidly. The customer has now emerged as the pivotal focus of attention. The highly competitive market offers customers a wide choice of banks with varying levels of customer service, efficiency and technology support. The customer requests are high and all inescapable:

- Mobility: internet banking, any branch banking, mobile banking and SMS alerts.
- High availability: ATM networks and non-stop online banking.
- Efficiency and speed: electronic funds transfer, bill payments on the internet.
- Aggregation: Consolidated view of customer accounts across the bank.
- Relationship banking: CRM and e-CRM.
- Security: Privacy and security in electronic transactions and payment systems.

III. REVIEW OF LITERATURE

IT came into portrait as initial as 1980's in Banking Technology over the Rangarajan Committee recommendations. It comprises many stages. First phase: Accounting process and back office functions; Second phase: Automate the front office as well as the back office function; Third phase: Networking concept and centralized operation; Fourth phase: ATM and mobile banking and internet banking and Fifth phase: "inter-bank" connectivity (**Rangarajan Committee - 1989**). Customers appeared to keep the "technological elements" of services, for example, center administration and systematization of the services conveyance as the measuring stick in separating great and terrible administration and the "human elements" assume a lesser part **Sureshchandar G. S., Chandrasekharan Rajendran & Anantharaman R. N. (2003)**. Changes in the electronic network significantly affected the reception rate of internet banking. The outcomes likewise showed that extent of internet banking customers would increment at different velocities with respect to the expansion in web availability, PC network and portable network. This may help banks to anticipate their future base of internet banking customers and along these lines a proper showcasing exertion towards internet banking **Li and Worington (2004)**. The selection of IB powers buyers to consider worries about secret word respectability, security, information encryption, hacking, and the insurance of individual data **Benamati & Serva (2007)**. Customer's practices are predictable with their inclinations which fluctuate however may incorporate accommodation, motivation, control, protection, security and individual inclusion. The examination finds that money related position and nature of particular exchanges additionally have huge effect on consumers? Basic leadership relating to installment instrument decision **Mantel (2000)**. enhancing exchange details factor and settling on clients' basic leadership more helpful, future web based keeping money infiltration and the accomplishment of confused budgetary item offering will rely on web based promoting exercises associated with expanding site security factor, intuitiveness factor and better forte data factor **Chuang, Chao Chao, Hu, Fu-Ling (2010)**. Today all business Public, Private or Foreign National banks are putting forth mechanized self-benefit keeping money services. As the items offered by the banks are pretty much indistinguishable, banks are attempting to have edge over opponents on different parameters which may upgrade consumer loyalty and reliability. This is on the grounds that associations having fulfilled and steadfast clients will have the capacity to survive and contend in future.

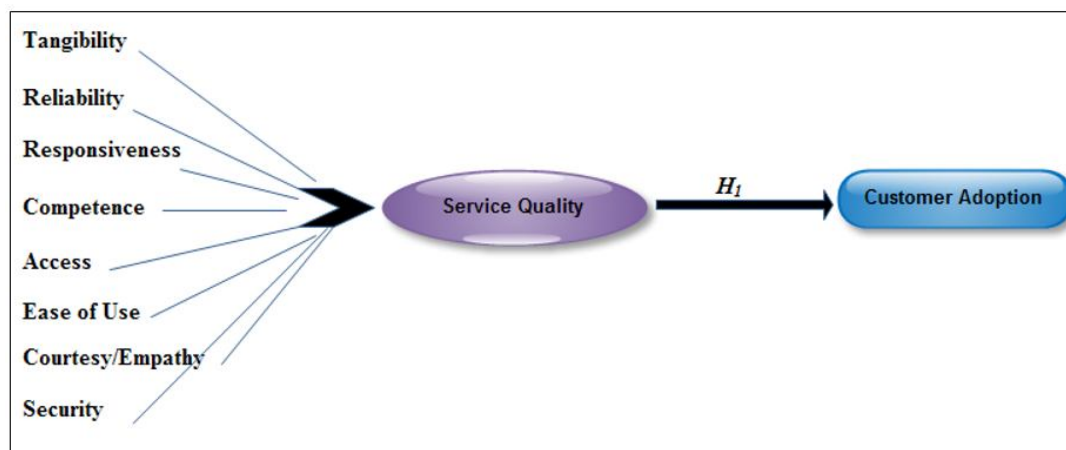
IV. OBJECTIVES

The main objectives of the paper are:

- To comprehend the demographic background of the banking consumers;
- To find out the correlation and relationship between overall service quality which determine customer satisfaction and customer adoption; and
- To identify the key dimensions of perceived service quality as well as to investigate prevailing service quality level in the technology based banking services.

V. RESEARCH METHODOLOGY

In accordance with the literature, a new research model has been established as shown in Figure 1. In this model, the observed service quality of technology based dealing with banks was measured by using 8 dimensional model. The perceived service quality was hypothesized to have a direct effect on customer adoption. A hypothesis has been tested to find the relationship between overall service quality and customer adoption.



A descriptive research was used to gain an insight into consumer's perceived services quality offered by technology based banking services. The primary data has been collected using and undisguised structured questionnaire. The respondents were asked to provide belief rating for services offered on technology based banking services, using seven-point scale rating from 1 (Strongly Agree to 7 (Strongly disagree). A sample size of 225 respondents was used for the study. According to Nunnally (1978), a sample of 100-300 respondents is sufficient to test measurement scales. The population for the sample was selected from private and public banks in Coimbatore District. The respondents were selected on the basis of convenience sampling. The questionnaire is personally administered to the valued customers both in English and in their respective vernacular language for better understanding.

VI. ANALYSIS AND FINDINGS

DEMOGRAPHIC BACKGROUND OF RESPONDENTS

Out of 225 samples, 58% respondents are male and remaining are female. Majority i.e., 157 (70 %) respondents belongs to the age group of 21-40 years. 102 (45 %) respondents belongs to the educational category of Graduates. 137 (61 %) are Salaried and 98 (44%) have an annual income of Rs.10,001 – Rs.30,000. 129 respondents belongs to Public Sector Banks and 96 from Private Sector Banks.

After identifying the underlying dimensions of the study, the researcher determines a scale to measure each factor. Such a scale has to be tested for validity and reliability. Proper validity and reliability testing can be done using Confirmatory Factor Analysis (CFA). However, this study commonly uses the Cronbach's alpha coefficient for establishing scale reliability. The Cronbach's Alpha coefficient is an indicator of internal consistency of the scale. A high value of the Cronbach's alpha coefficient suggests that the item that make up the scale "hang together" and measures the same underlying construct. The value of Cronbach's Alpha (0.945) which is above 0.7 can be used as a reasonable test of scale reliability (Table 1) (Nunally, 1978).

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
0.945	31

FACTOR ANALYSIS

The hypotheses used for the factor analysis are:

H_0 : The factor analysis is not valid

H_1 : The factor analysis is valid.

The significance (0.000) is less than the assumed value (0.05), hence we reject the null hypothesis. This means that the factor analysis is valid. Inferring the KMO coefficient (0.914), the value is more than 0.05 (Table 2). So, this implies that the factor analysis for data reduction is effective.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.914
Bartlett's Test of Sphericity	Approx. Chi-Square	4354.509
	df	465
	Sig.	.000

Table 3: Rotated Factor Loadings for the level of service quality with Technology based banking channels with various dimensions

Variables for service quality with various dimensions	1	2	3	4	5	6	Communality
TA1	0.00	0.77	0.00	0.00	0.00	0.00	0.61
TA2	0.00	0.81	0.15	0.00	0.23	0.00	0.75
TA3	0.18	0.67	0.18	0.22	-0.14	0.00	0.59
TA4	0.10	0.69	0.00	0.00	0.40	0.00	0.65
RA1	0.36	0.58	0.17	0.16	0.00	0.46	0.74
RA2	0.23	0.61	0.30	0.19	0.00	0.38	0.71
RA3	0.31	0.46	0.25	0.26	0.16	0.40	0.63
RA4	0.37	0.46	0.42	0.14	0.21	0.11	0.60
RE1	0.40	0.33	0.52	0.00	0.20	0.00	0.59
RE2	0.26	0.31	0.74	0.17	0.17	0.00	0.77
RE3	0.24	0.19	0.77	0.22	0.18	0.11	0.78
RE4	0.18	0.13	0.73	0.23	0.30	0.00	0.73
CP1	0.59	0.33	0.32	0.12	0.00	-0.46	0.78
CP2	0.49	0.38	0.43	0.19	0.12	-0.15	0.65
AC1	0.67	0.29	0.18	0.10	0.00	0.00	0.59
AC2	0.78	0.10	0.13	0.25	0.00	0.00	0.70
AC3	0.74	0.00	0.37	0.10	0.00	0.00	0.70
AC4	0.74	0.00	0.10	0.00	0.14	0.33	0.70
EU1	0.65	0.00	0.18	0.00	0.16	0.00	0.49
EU2	0.73	0.16	0.00	0.16	0.23	0.00	0.64
EU3	0.59	0.16	0.00	0.14	0.52	0.15	0.70
EU4	0.54	0.00	0.26	0.25	0.38	-0.20	0.61
EU5	0.44	0.00	0.34	0.15	0.46	0.16	0.58
CE1	0.27	0.28	0.15	0.36	0.56	0.00	0.62
CE2	0.19	0.17	0.31	0.28	0.65	0.00	0.66
CE3	0.00	0.17	0.35	0.35	0.62	0.00	0.68
CE4	0.00	0.11	0.29	0.34	0.61	0.33	0.70
SE1	0.13	0.10	0.12	0.70	0.24	0.00	0.59
SE2	0.20	0.00	0.16	0.80	0.00	0.00	0.71
SE3	0.20	0.12	0.00	0.81	0.20	0.00	0.75
SE4	0.00	0.00	0.20	0.78	0.21	0.14	0.72
Eigen value	11.99	2.69	2.34	1.43	1.21	1.05	
% of var. explained	38.68	8.67	7.54	4.61	3.90	3.38	66.78
Cum. % explained	38.68	47.35	54.88	59.50	63.40	66.78	

Table 3 gives the rotated factor loadings, communalities, Eigen values and the percentage of variance explained by the factors. Out of the 31 variables associated with the level of service quality with Technology based banking channels, 4 factors have been extracted and these 6 factors put together explain the total variance of these variables to the extent of 66.78%. In order to reduce the number of factors and enhance the interpretability, the factors are rotated. The rotation increases the quality of interpretation of the factors. There are several methods of the initial factor matrix to attain simple structure of the data. The varimax rotation is one such method to obtain better result for interpretation employed and the results are given in Table 4.

Table 4: Clustering of level of service quality with Technology based banking channels into factors

Factors	Level of service quality with Technology based banking channels	Rotated factor loadings
1	Transfer of fund is easier (CP1)	0.59
	Provides more punctuality, transparency, accountability (CP2)	0.49
	Accessible through different channels (ATM, Mobile, ECS etc) (AC1)	0.67
	Online Purchase and Online Payment is Easier (AC2)	0.78
	Convenient Location of Service (AC3)	0.74
	Reduce the Waiting time to receive the service (AC4)	0.74
	Language and Information Content (EU1)	0.65
	Easy to Learn and Use (EU2)	0.73
	Instructions on the Website (EU3)	0.59
	User friendly system (EU4)	0.54
2	Banks use advanced Computer to serve clients (TA1)	0.77
	Banking provides modern looking equipment (TA2)	0.81
	Service through plastic card, credit and debit card is easy. (TA3)	0.67
	Pamphlets & Brochures appearance for service guidance (TA4)	0.69
	Helps in keeping records correctly. (RA1)	0.58
	Keep service promises (RA2)	0.61
	Bank provide Up to date Information's (RA3)	0.46
	Provide wide range of services (RA4)	0.46
3	Quick Confirmation for Transactions (RE1)	0.52
	Improves the quality of customer service (RE2)	0.74
	Prompt & Quick Service (RE3)	0.77
	Availability of service is faster (RE4)	0.73
4	Physical safety of the transaction (SE1)	0.70
	Password facility provides confidentiality to transaction (SE2)	0.80
	Care in Collecting and handling personal information's (SE3)	0.81
	Privacy can be easily maintained (SE4)	0.78
5	Anytime and Anywhere (24 x 7) Operation (EU5)	0.46
	Better customer relationship (CE1)	0.56
	Provisions of Financial Advices (CE2)	0.65
	Helpdesks, Call centers for problem handling (CE3)	0.62
	It explains the cost of service being used. (CE4)	0.61

Six factors were identified as being maximum percentage variance accounted. The ten level of service quality variables CP1, CP2, AC1, AC2, AC3, AC4, EU1, EU2, EU3 and EU4 were grouped together as factor I and accounts 38.68% of the total variance. The eight level of service quality variables TA1, TA2, TA3, TA4, RA1, RA2, RA3 and RA4 constituted the factor II and accounts 8.67% of the total variance. The four service quality variables RE1, RE2, RE3 and RE4 constituted the factor III and accounts 7.54% of the total variance. The four service quality variables SE1, SE2, SE3 and SE4 constituted the factor IV and accounts 4.61% of the total variance. The five service quality variables EU5, CE1, CE2, CE3 and CE4 constituted the factor V and accounts 3.90% of the total variance.

The ten service quality variables namely, Transfer of fund is easier (CP1), Provides more punctuality, transparency, accountability (CP2), Accessible through different channels (ATM, Mobile, ECS etc) (AC1), Online Purchase and Online Payment is Easier (AC2), Convenient Location of Service (AC3), Reduce the Waiting time to receive the service (AC4), Language and Information Content (EU1), Easy to Learn and Use (EU2), Instructions on the Website (EU3) and User friendly system (EU4), were grouped together as factor I and accounts 38.68% of the total variance.

CORRELATION ANALYSIS

The correlation is the study of finding the relationship between the variables. If there are only 2 variables in the study of correlations then it is called simple correlation otherwise, the study is either partial or multiple correlation. In this study the simple inter-correlations analysis is performed between the selected variables and the results are presented in the form of correlation matrix. Further the significance of correlation was tested at the 1% level of significance.

In this section the results of inter-correlation analysis between the service quality variables based on the first factor are presented through correlation matrix. The results of the inter-correlation analysis with its significance are presented in the form of correlation matrix.

The Table 5 describes the results of inter-correlation analysis in terms of correlation coefficient & its significance at 1% level.

Table 5: Correlation Matrix – Service quality variables basis of the factor I

Service quality variables	CP1	CP2	AC1	AC2	AC3	AC4	EU1	EU2	EU3	EU4
CP1	1.00	.659**	.560**	.480**	.528**	.341**	.459**	.436**	.354**	.461**
CP2		1.00	.513**	.475**	.486**	.438**	.418**	.453**	.421**	.448**
AC1			1.00	.685**	.557**	.492**	.374**	.401**	.355**	.335**
AC2				1.00	.646**	.630**	.460**	.558**	.504**	.479**
AC3					1.00	.635**	.496**	.482**	.449**	.511**
AC4						1.00	.396**	.574**	.522**	.390**
EU1							1.00	.628**	.440**	.453**
EU2								1.00	.560**	.562**
EU3									1.00	.522**
EU4										1.00

**Significant at 1% level

It is found from the Table 5 that all the service quality variables on the basis of factor I considered have significant inter-correlation in respect of service quality for various dimensions in the banking sectors.

It is concluded that all the service quality variables such as Transfer of fund is easier (CP1), Provides more punctuality, transparency, accountability (CP2), Accessible through different channels (ATM, Mobile, ECS etc) (AC1), Online Purchase and Online Payment is Easier (AC2), Convenient Location of Service (AC3), Reduce the Waiting time to receive the service (AC4), Language and Information Content (EU1), Easy to Learn and Use (EU2), Instructions on the Website (EU3) and User friendly system (EU4) have significant interrelationship between them.

THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER ADOPTION

To find out the relationship between service quality and customer adoption, the following null and alternative hypotheses have been tested.

H₀: There is no significant relationship between service Quality and Customer Adoption

H₁: There is a significant relationship between Service Quality and Customer Adoption

These hypotheses were framed to check whether the overall service quality has any significant relationship with customer adoption and the same was tested using Chi-Square analysis. Since the calculated p-value is (0.526) is greater than the level of significance (0.05), the null hypothesis is accepted. Hence, there is no significant relationship between service Quality and Customer Adoption.

Table 6: Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	34.798 ^a	36	0.526
Likelihood Ratio	38.555	36	0.355
Linear-by-Linear Association	0.020	1	0.887
No. of Valid Cases	225		

Further, both the constructs namely service Quality and Customer Adoption were checked for their positive correlation using correlation technique with illustrated in the below table.

Table 7: Correlations

		Customer Adoption	Overall
Customer Adoption	Pearson Correlation	1	-0.009
	Sig. (2-tailed)		0.888
	N	225	225
Overall	Pearson Correlation	-0.009	1
	Sig. (2-tailed)	0.888	
	N	225	225

In this study, to test the correlation between Overall Service Quality and Customer Adoption, bivariate correlation technique is used to conform the correlation between these two constructs. Since $r = -0.009$ and $+1$ denotes the variables, they are positively correlated. Hence, it is concluded that respondents who give positive opinion about overall service quality will develop customer adoption towards their banks. It is reported that the correlation is significant at the 0.01 level.

VII. CONCLUSION

The banks in the 21st Century use technology in expanding their activities and treat it as main focus. The banks in India are using Information Technology to improve their own internal processes and increase facilities and services to their customers. Efficient use of technology has facilitated accurate and timely management of the increased transaction volume of banks of that comes with larger customer base. Technology Based Banking Services have been a critical component of service delivery in the banking industry. In this paper, attempt is made to study Influence of Service Quality on Customer Adoption in Technology Based Banking Services. In total 31 attributes influencing Technology Based Banking Service Quality and Customer Adoption are considered for the purpose of evaluation. To study the impact, firstly key dimensions of Technology Based Banking Services service quality and customer satisfaction are explored by conducting study using structured questionnaire. The study categorized service quality factors into eight i.e. Tangibility, Reliability, Responsiveness, Competence, Access, Ease of Use, Courtesy/Empathy and Security. Majority of them satisfied with competence, access and, ease of use factors and the mean while the respondents are suggest improving service factors such as responsiveness, security and, courtesy/empathy. It is a time that the banks need to provide secured and reliable services to their customers. The study conclude that the customer are ready to accept technology based banking services in various area of banking like phone banking, mobile banking and Internet baking. Bank can use secure transaction as their USP. Bank need to bring customers under confidence for using technology banking.

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A STUDY ON ROLE OF MICROFINANCE AND SELF HELP GROUPS FOR RURAL WOMEN IN ANAND DISTRICT OF GUJARAT

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ABSTRACT

Microfinance is considered as one of the cost effective tool for eradicating the Indian poverty. It provides employment opportunities to poor women. It also helps in providing economic support for the livelihood of poor. Microfinance not only helps in providing economic security but also helps for social support which enhances gender equality. Microfinance is usually provided by the Self Help Groups which generally aim at empowering rural women socially and economically. This results in generation of income, employment and improve standard of living. Thus, this paper focuses on role of Micro Finance and Self Help Group for the socio-economic development of rural women in Anand District. We took a case study of Setu Seva Trust and its role in development of rural women in Anand District.

Keywords: Microfinance, Self Help Group, Socio-economic development of Rural Women.

INTRODUCTION

The establishment of Self Help groups for Micro Finance in rural areas has helped the rural women in developing socially and economically. The first association to get consideration for its prosperity was the Grameen Bank, which was started by Muhammad Yunus in Bangladesh. It has increased confidence among women along with their standard of living. This results in making women self reliant. Taking the help of Micro Finance; SHG has contributed a lot for the rural women. Various poverty alleviation programmes, education, and training helped women in getting empowered. Along with this, various NGOs and other Govt. policies are also contributing in the socio-economic development of rural women. Policies like- IRDP, MGNREGA, SGSY, IAY, NLRMP, etc. are in existence for providing necessary facilities to them. Micro Finance can be considered as one of the best options in reducing the poverty. SHGs also provide investment funds and credits to them. They offer help for animal husbandry, weaving, training, anganwadis, etc. SHG is a thought to be the all encompassing system of small scale endeavor which covers every part of independent work, building limit, innovation credit, etc. It is considered as a noble approach as it attempts for uplifting women socially and economically. All women come together with an aim to earn wage and progress and an expectation for everyday comforts. According to Robinson, Micro Finance is a small scale financial service for both credits and deposits that are provided to people who farm or fish or herd; operate small or micro enterprises where goods are produced, recycled, repaired, gain income from renting out small amount of lands, vehicles, in both rural and urban areas. SHG is considered as the method strengthening the morale of women. Thus, SHG is a vital facility in enhancing all circumstances of gatherings enhance investment funds and decrease neediness.

REVIEW OF LITERATURE

Rajendran, K. and Raya, R. (2011), "Role of Non-Government Organizations in Micro Finance through SHGs- a Study in Vellore District of Tamil Nadu" concludes that, NGOs are playing a vital role in the rural and agricultural development. For this, concept of Microfinance and Self Help Group is also adopted by them. This has not only motivated women to join various such SHGs but also to participate in various training and development programmes. The researcher finds that, NGOs should give a regular visit to the SHGs which would provide employment opportunities as a result; such women can migrate from rural areas to the urban areas.

Shanthi M. and Ganapathi R. (2012), in their study on "Impact of Micro Finance towards empowerment of women Self Help Groups with special reference to Coimbatore District", found that, SHGs are considered as the most important way for the women development in rural and semi-urban regions. It helps women to develop socially as well as economically. As women are not getting credit from banks and other financial institutions due to lack of capacity. So, for such women, govt. has launched various policies. For this, the researcher has adopted multi stage sampling method. Thus, from this survey, it can be concluded that, microfinance and SHGs are having positive impact on the development of women.

OBJECTIVE OF THE STUDY

To study the role of Setu Seva Trust in development of rural women in Anand District.

RESEARCH METHODOLOGY

The study is descriptive in nature. To study the role of Microfinance and SHG, researcher has selected Setu Seva Trust for the case study. There are 330 SHGs which are operated by Setu Seva Trust and each SHG has 10 to 20 members. The researcher has selected 10 SHGs on the basis of non-probability convenient sampling technique. From each SHG, researcher has selected 10 women. So, sample size of the study is 100 women who are part of SHG of Setu Seva Trust. The study is based on primary data collected through structured questionnaire. Some data and information are collected through personal interview during the study period.

OPERATIONAL AREA OF SETU SEVA TRUST

The operating area of SETU is spread over in the five districts of Gujarat, viz., Narmada, Bhuj, Vadodara, Anand, and Kheda. SETU has wide network and is working through 1053 SHG's involving 10665 women, 250 youth clubs involving 3750 youths and 40 JLG's involving 200 hawkers/ vendors across the operating field.

SETU is having its headoffice/ main office in Anand and various branches in different places of working area. SETU is performing its activities through 43 well trained officials and field coordinators. SETU has its own training centers at Bedwa and Umreth (Anand), live stock training centers at Limbasi (Kheda) and another at Rajpipla (Narmada). And, ayurvedic centre at Narsanda, NH 8, Anand and Surendranagar, and low cost machineries are provided to medium poor families with govt. subsidies for running NGO's. The Trust also provides various training programs like- paper making, tailoring, embroidery, bag making, fly ash bricks making, aloe vera products making, emu and poultry farming, health and sanitation, etc.

The trust has also made various interventions like- formation of SHGs for women, watershed projects, low cost rural housing, microfinance, conservation of forest, youth oriented programmes, social welfare services, etc.

Table No. 1 : Demographic Information

Sr No.	Demographic Information		Frequency	Percentage
1	Age	25 to 35 Years	18	18%
		36 to 50 Years	82	82%
2	Religion	Hindu	100	100%
3	Caste	OBC	79	79%
		General	21	21%
4	Marital Status	Married	99	99%
		Widow	1	1%
5	Educational Qualification	Illiterate	3	3%
		Primary	70	70%
		Secondary	26	26%
		Diploma	1	1%
6	Economic Status	APL	23	23%
		BPL	77	77%

The above table shows demographic information of the women respondents. The age of women working in Setu Seva Trust is between 25 to 50 years. Out of which 18 women are of age between 25 to 35 and 82 women are between ages of 36 to 50. Among the women respondents all are Hindu by religion. From the caste point of view; 79 respondents are from OBC caste and other 21 respondents are from General caste. 99% women are married and only 1% respondents are widow among the SHGs selected for the study. It is seen that about 70% respondents are educated up to primary level, 26% up to secondary level, 1% are diploma holder and 3% respondents are illiterate. It was found that 23% respondents are living APL and other 77% respondents are economically living BPL.

Table No. 2: Satisfaction Level of Respondents Based on Facilities of SHGs

Facilities	Strongly Dis-Agreed	Dis- Agreed	Neutral	Agreed	Strongly Agreed
Pucca House	1 (1%)	1 (1%)	18 (18%)	38 (38%)	42 (42%)
Toilets at Home	0	0	0	1 (1%)	99 (99%)
Improved Nutritional Diet	0	7 (7%)	21 (21%)	41 (41%)	31 (31%)
Socially Secured	0	4 (4%)	15 (15%)	49 (49%)	32 (32%)

Benefits of Govt. Schemes	0	0	15 (15%)	41 (41%)	44 (44%)
Regular Training Program	0	0	20 (20%)	57 (57%)	23 (23%)
Education to women	0	0	10 (10%)	43 (43%)	47 (47%)
Increased Confidence through training	0	0	28 (28%)	42 (42%)	30 (30%)
Political Awareness	0	0	36 (36%)	45 (45%)	19 (19%)
Savings	0	0	0	0	100 (100%)

The table shows that, almost all the selected respondent women are highly satisfied with the selected facilities provided to them.

HYPOTHESIS AND ITS TESTING

H₀₁= There is no significant difference in the satisfaction level of respondents of selected SHGs as per Educational Qualification.

H₀₂= There is no significant difference in the satisfaction level of respondents of selected SHGs as per Name of SHG.

H₀₃= There is no significant difference in the satisfaction level of respondents of selected SHGs as per the Age Category.

H₀₄= There is no significant difference in the satisfaction level of respondents of selected SHGs as per Caste Category.

Table 3 : Result of Hypothesis Testing

Sr. No.	Hypothesis	Test Applied	P-Value	F/T Value	Hypothesis Accepted/ Rejected	Significant/ Insignificant
1	H ₁	ANNOVA	0.411	0.969	Accepted	Insignificant
2	H ₂	ANNOVA	0.001	3.721	Rejected	Significant
3	H ₃	T-Test	0.360	0.919	Accepted	Insignificant
4	H ₄	T-Test	0.158	1.424	Accepted	Insignificant

To test the above mentioned hypothesis the researcher has applied One Way ANNOVA test and Two Tailed T-Test. Above table shows the description of results of ANNOVA Test. In H₁, it is found that F Value is 0.969 and P Value is 0.411. As P Value is greater than 0.05, the researcher accepts the null hypothesis. In H₂, it is found that F Value is 3.721 and P Value is 0.001. As P Value is less than 0.05, the researcher rejects the null hypothesis. In H₃, it is found that F Value is 0.919 and P Value is 0.360. As P Value is greater than 0.05, the researcher accepts the null hypothesis. In H₄, it is found that F Value is 1.424 and P Value is 0.158. It is found that P Value is greater than 0.05, the researcher accepts the hypothesis.

LIMITATION OF THE STUDY

1. The study is confined to Anand District only.
2. Only 100 members are selected for the research work.
3. From such small sample; generalization regarding the socio-economic status cannot be made.

SUGGESTIONS

The trust should aim to continuously encourage women to become self reliant. For this, sources of income should also be raised by the Trust. Various skill development programmes should also be organized by the NGO. Emu farming should be initiated as early as possible so that the women get employment opportunities. The trust should also spread awareness among other women of the surrounding areas by using various modes of spreading awareness.

CONCLUSION

The study examines the socio-economic advancement made by Setu Seva Trust for women in Anand District. From the study it can be seen that Microfinance and SHG plays a vital role to help women in achieving financial security. This also reduces poverty. Various interventions made by Setu Seva Trust have helped in generating employment opportunities. This helps in capacity building and boost in self confidence to live an independent life.

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CASE STUDY OF OVER SPEED RECORDINGS BY HTMS ON NOIDA GREATER NOIDA EXPRESSWAY

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ABSTRACT

Gautam Budh nagar the district of Uttar Pradesh is considered to be the fastest growing area of the NCR and showcases the modern face of Uttar Pradesh ,bearing these valuable titles it has its own price also, having the population of approximately 18 lakh this district has a volume of 21lakh vehicles also which leads a chaotic morning and evening peak working hours. Anyone can imagine the scenario of road where 60 to 65 thousand vehicles move only in one of the capital of India , UP GOVT decides to launch a very ambitious and high-tech plan for multifunctional transport management system which had to be executed by some company under the guidance of the NOIDA greater NOIDA developmental authority. In march 2015 govt of UP laid the foundation of the HTMS over noida road (adjoining mahamaya flyover). this case study deals with the impact of HTMS over everyday moving traffic and its specific features which make it stand apart in any such project.

INTRODUCTION

Noida Greater noida highway traffic management system covers the stretch of 23.6 km which consists of 8 entries and exit points along with 8 underpasses. HTMS aims multiple problem solutions and curbing rule violation on the road is one of them. when we see the statistical figures of road accidents over noida greater noida expressway its literally. scary one can imagine the dreadful scenario by looking at only one month's(august 17') figure that is 53 out of which 19 cases were referred to the trauma center and ICU. figures of next two month's accident that September and October 2017 are respectively 40 and 27.if we look at the root cause of all these accidents one of the major cause is over speeding data of four months of the current year (January February march& April)shows the over speeding figures in 1000s.which actually shows the extremely casual approach of commuters towards their own lives.

PROBLEM

The problem of the present case study is the monitoring of over speeding taking place by the commuters on noida greater noida express highway, figures of next two month's accident that September and October 2017 are respectively 40 and 27.if we look at the root cause of all these accidents one of the major cause is over speeding data of four months of the current year (January February march& April)shows the over speeding figures in 1000s.which actually shows the extremely casual approach of commuters towards their own lives. present transport officer Mr. himesh tiwari tells that his department receives more than 40 rule violation cases of over speeding per day which means more than 1100 over speeding acts on express highway .practically it's a mammoth task for traffic and transport department of the district gautambudh nagar to collect such a huge data from HTMS staff and to send them as a challan via email to the concerned rule violator.

HOW DOES HTMS WORK UPON

Here comes the role of the HTMS which gives very detailed traffic violation report to noida traffic police and transport department. which then takes shape of traffic challan and sent to the concerned violator. if the psychological impact is analyzed the dripping downing of the figures of the over speeding says it all. according to the traffic and transport department of noida and greater noida as compared to the beginning of the highway specially in the absence of the HTMS commuters used to make a huge toll of over speeding considering the beautiful and broad highway monitoring by EFCON company in the form of HTMS in MARCH 2015 road sense is slowly getting better.

THE MECHANISM

When it comes to have a watchful eye on entire 25.6km stretch , various types of the equipments have been installed by the EFCON , which consist of cctv cameras (combination of 62 fixed and 31 PTZ cameras) placed at every 800 meter spacing .VIDS cameras for incidents detection (15 no) mounted in 15 meter high pole to cover 300 meters stretch at each location .ANPR cameras 924 NUMBER) decides stretch in 2 sections on each covering for a section and a start to end speed monitoring and violation detection (hi-tech pieces of equipments. Psychological pricking tries to take control of the brains of the commuters by displaying various messages which convince the drivers to be in limit and drive soberly. For the smooth of this high-tech system there is a handsome chunk of the manpower who takes control of the LED screen monitoring and other help tools like hotlines and telephones which come out very useful at the time of crisis like accidents on roads or other mishaps or in case of road jam.

IS THIS SYSTEM IS SUCCESSFUL IN CURBING THE ROAD RULE VIOLATION

This is a million dollar question that this 43.88 cr budget bearing project is creating any awareness and curbing down the figure of over speeding act on the express highway or not. Answers may vary to the expectations level. when I take it as perspective of a commuter I feel it's a little bit from govt side. but if take it as a govt officer I feel it's a great start and will be able to expand in the dimension in coming years according to the data of traffic department since the month of April 2017 e challaning has increased due to increased manpower and impact is quite visible and positive too. even if a driver ignores the signs and presence of the cctv cameras and other sophisticated units fixed by EFCON he gets a jerk when finds e challan at his or her doorstep. according to a violator who reaches to SSP traffic office for his penalty deposit, found to say it was very time consuming and embarrassing as well and in future he will take care of the speed on the highway.

REASONS FOR OVER SPEEDING

When we have a look of statistics of over speeding cases and challan and in worst cases accidents a question arises that why this huge track of development is proving to be a danger zone for commuters. Answer lies exactly in the psyche of the drivers who suddenly find a wide & broad mammoth stretch for their vehicles and that too seemingly deserted. main reasons of the over speeding might be the following;

1. lack of road rules awareness
2. no sign of traffic or transport officers on the road
3. mild penalty or punishment
4. less numbers of highway suiting technically smart vehicles

here being a transport officer I would like to add that apart from the slackness of the sensible approach towards road rules, one of the main reasons of over speeding is nominal penalty for over speeding. means paying just 400 rupees for having fun on a highway might seem a good deal for enthusiastic drivers.

SUPREME COURT'S INSTRUCTIONS AND HTMS MAKING A DIFFERENCE

IN the year 2000 when hon. supreme court issues some strict guidelines for road safety suspension of the driving license on over speeding was one of them. transport or traffic department confiscates the license and sends to the concern transport officers with the recommendation of the suspension for 3 to 6 months (may vary to the severity of the offence). here again HTMS plays a vital role to comply with supreme court instructions by executing the high-tech HSNP system which captures the number plate screen shot and immediately and synchronizes with the vehicle software VAHAN which provides the owner's details. control room head Mr. Rajeev bhardwaj tells that on an average every day police and transport officers approach him for the details of vehicles caught over speeding on cameras.

HTMS TAKING CARE OF ANOTHER ISSUES TOO

Apart from over speeding HTMS takes care of almost everything that is happening over the road through their eagle eyes in the form of cctv cameras. This ambitious project is undoubtedly fulfilling all its expectations so far. But the issue of less accidents is still a far cry because of callous approach of drivers on the road. Still HTMS is playing for traffic and transport department indeed. staff of 70 men 24*7 dedicating their time and energy to make a remarkable success.

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STAKEHOLDER'S ACCESSIBILITY IN A STARTUP ORGANIZATION: A CASE STUDY

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ABSTRACT

This is a real life case study which highlights the importance of accessibility among all the stakeholders of a startup organization. The stakeholders include internal stakeholders i.e. all the employees starting from the top management to the ground staff and internal stakeholders i.e. customers, vendors and regulatory authorities etc. The chief executive officer (CEO) of the organization was not comfortable with the way his team was performing. The performance of the team was not as efficient and effective as he wanted, so he discussed the issues with the human resources (HR) manager of the organization and felt that a model needs to be developed and implemented in order to build a cohesive and much stronger team which not only will improve the performance of individuals but also will improve the team performance. The information of the case was gathered by interviewing the top boss, HR Head and other employees working in the team. The case method is, therefore, qualitative and fact based.

Keywords: Accessibility, Mentoring, Team cohesiveness, Relationship management

Part I

INTRODUCTION

Dr. J.K. Vashist, CEO of a logistics company realized that his team was not as cohesive and strong as he needed. He was not comfortable with the type of results he was getting. The team was working in silos with limited knowledge particularly about the other functional areas of the organization. He also felt that there was a huge accessibility issue within the team. So he discussed the issues with the HR Head of the division and they both identified that there was lack of interaction and understanding among the different departments of his team. They also realized that the team was having limited communication with each other due to which they could not execute their tasks effectively and also could not develop cohesive relations leading to lack of care and trust within the team.

BACKGROUND

Dr. J.K. Vashist was appointed as CEO of a new project of bi-modal technologies in 2011 which was to be operated between Delhi and Chennai. Initially he was given a small team of 4 members located at Delhi to support his workings. In 2012 he felt the need of more members to align his thoughts to the goal of the project, so he started looking for more members for both Delhi and Chennai region. He wanted a team where each member is responsible and empowered to perform their respective task to achieve the common goal. He was somewhat successful in making such team but still he was not that satisfied with way team was operating.

Section I

Dr. Vashist appointed a team of young blood who were more agile, innovative and adaptive and to guide those young executives, team of senior advisors was appointed, who were equipped with industry knowledge and rich experience. Mr. Dishakant Vatsa was appointed in 2013 as operation and maintenance executive and was reporting to Mr. Navin Negi at Delhi, who was working with the company since 2011. As part of orientation program Mr. Vatsa was sent for a technical training to the manufacturing plant in Nashik. After returning from the training when Mr. Negi asked him about his learnings and experiences, he was little disappointed and complained that the technical team was not so corporative. Mr. Negi explained that it was his first interaction with them, which might be the reason behind this and it could be improved as the interaction increases. He took it in a positive way and tried implementing what Mr. Negi suggested. But since they were based at two different locations, it was not feasible to interact with each other across the table. This was resulting in misunderstanding, lack of trust and negative feelings towards each other.

In 2014 Mr. S. K. Chowdhari, retired Indian Railways Traffic Services (IRTS) officer, aged 61 was appointed as Sr. advisor and Mr. Manohar Lal, retired Dy. Chief Mechanical Engineer, aged 77 was appointed as advisor. Both the advisors were rich in their experience of dealing with Railways, Road and other government authorities needed for the project execution. They both were appointed in order to make the team understand the regulatory authorities better and improve the communication with them. One day Dishakant Vatsa wanted to meet Mr. S.K. Chowdhari to clear his doubt on the functioning of Indian Railways but he was not available in the office, so he decided to meet another advisor Mr. Manohar Lal, but he was in a meeting with the senior management. Vatsa again went to meet them the very next day but both of them were not available in the office.

He was little disappointed and went to administration department in order to confirm their availability, from where he came to know that both of the advisors come only once in a week. Mr. S.K.Chowdhari comes to the office on every working monday and Mr. Manohar Lal comes to the office on every working tuesday only and that day being wednesday, both the advisors were not available in the office. Dishakant thought instead of waiting for such a long week he should call Mr. Chowdhari, so he took his number from administration office and thought of making a call but he was hesitant and was thinking what if Mr. Chowdhari does not recognize him as they have never met before and may also scold him for disturbing him during non-working hours. So Dishakant went to his reporting manager only to clear his doubt. Such instances of hesitation were rampant in the company.

Till 2015, a team of eleven members was appointed, where seven were based at Delhi and four at Chennai. Since the team was expanding, so in order to understand and evaluate each team member Dr. Vashist asked HR Head of the division to conduct a 360 degree survey. It was the process where each individual was evaluated by taking one's feedback from one's peers, seniors and subordinates. HR Head conducted the survey and while compiling the result, found that most of the members from Chennai could not provide the feedback of Delhi members and vice-versa. She thought that this might be the result of no interaction between the team because of two different locations. But HR Head was shocked to see that even members of the same office could not give the feedback of the others.

Section II

Mr. Laleet Saxena, was appointed as marketing executive of bi-modal technology in 2013. He was reporting to a marketing manager Mr. Rashul Jain. As part of his working report Mr. Jain asked him to make a report on the marketing benefits of the product, so Laleet started working on his report. He needed some technical data in order to confirm the report, so he asked his peers in technical team to give him some technical data. Since as the part of the job protocol it was not allowed to share the technical details of the product informally, so they denied to share and asked him to go through the formal channels, i.e. by asking senior management in the technical team. Laleet said to the technical team that the details needed by him are basic product information which can be shared with anybody and for such information he does not want to bother the senior management. Also, since he said that he would need such details on regular basis and he cannot go to higher management every time as either they are not accessible most of the times or may direct him to them only. But technical team was reluctant to share any details. In order to get the data he went to Mr. Navin Negi, manager of technical team. But since the manager had to rush for an important meeting, so he explained him in a hurry. Due to lack of time Laleet could not ask many questions and was unable to understand the technical specifications clearly, so he went to him again to clear his queries. Mr. Negi explained him again and asked him to go to his technical team for understanding any further queries in detail. He was upset with the technical team and felt he is not going to ask them again for any help and somehow compiled his report with whatever the knowledge he could gather and sent the report to his reporting manager. Mr. Jain after receiving the report felt disappointed and asked him to make the report again as it was incomplete and incorrect also. Laleet was not ready to go to the technical team again as he was so irritated with the past incident and was sure this will happen again. So, he reported it to his reporting manager but Mr. Jain felt that he is complaining unnecessarily and do not want to put his efforts in collecting the data and scolded him back to improve his performance. At the time of appraisal Laleet was rated low in his coordination and communication skills with the other team members. Laleet was quite angry with his ratings and went to Mr. Jain for clarification, which turned into a heated argument. Mr. Jain asked Laleet to leave his cabin and not to come again to discuss this matter. He was so disappointed and felt he is also not going to share any data with other team members.

Section III

Mr. Bharat Balegar was appointed as Manager- Marketing & BD in place of Mr. Jain, when he left the company in 2016. Mr. Laleet Saxena, who was reporting to Mr. Jain, was now bound to report to Mr. Balegar. He was very unhappy with the management's decision as he was working with the company since 2013 and was expecting to get promoted atleast as Assistant Manager, so that he could handle his responsibilities more authoritatively. Now as the part of the orientation program Mr. Balegar was asked to go for a market visit in order to get familiar with the customers. So, he asked Laleet to take him to the customers that he and Mr. Jain used to visit. Laleet was not at all interested in going with him but since he was his senior, therefore he had no choice. They both went to meet Mr. Rahul Sharma, owner of Mahaveer Logistics Pvt. Ltd., a medium size logistics company based in Delhi. Since Balegar was not much familiar with the product so before meeting Mr. Sharma, he asked Laleet about the customer's background and they both decided that only Laleet will interact with the customer so that Mr. Balegar can understand how they introduce the product to the customer. It was Laleet's second meeting so he started the meeting by introducing Mr. Balegar to the customer and started

explaining the updates about the product features and benefits to the customer. Mr. Sharma, before starting this business was a driver and used to carry goods in truck from one place to other. He was not so rich in his qualification but was fully equipped with the industry knowledge. Mr. Balegar who was a mechanical engineer and rich in experience of handling big customers, wanted to interact with Mr. Sharma. So after few minutes he interrupted Laleet in between and started talking to Mr. Sharma. Everything was going well till Mr. Balegar started speaking in English as he was not told about his personal details and was only aware of the company's background. Mr. Sharma was not ready for this and asked them to plan another visit. Mr. Balegar felt Mr. Sharma might not have understood the concept of the product clearly and thought of explaining in his own way. Laleet tried to give him a hint that Mr. Sharma is getting irritated and we should leave now. But, Mr. Balegar did not recognize that Mr. Sharma was feeling offended and continued explaining the product features in English only. Mr. Sharma got irritated and finally asked both of them to leave the place. Mr. Balegar was not ready to leave as it was his first marketing visit and it was not going well. So, he still tried his best to make the customer comfortable, but he could not. Mr. Sharma was so irritated that he insulted both of them and asked them not to come again to waste his time as he is not interested in the product anymore. Laleet was so frustrated with this behavior of Mr. Balegar, as his all the past effort of making good relations with potential customer was ruined by him. Laleet thought of sharing this incident with senior management, so he went to Dr. Vashist, CEO of the division and reporting office of Bharat Balegar. Dr. Vashist was also disappointed and called Mr. Balegar to explain the reason of this incidence. Balegar told him that it was the fault Laleet Saxena, his junior as he did not tell him about the customer's personal details. Dr. Vashist told him that it was his responsibility to gather the relevant information about the customer. But Mr. Balegar argued that he went with all the information of the company but it was his personal details which was not possible to find in the company's website. Dr. Vashist felt that this type of incident may ruin the reputation of the company in front of the customers and will result in losing the potential customers. He also felt that the team was not in cohesiveness which may result in weak relationship management internally as well as externally.

Part II

Questions for Discussion

Section I

- a). Do you agree with the decision taken by Mr. Vashist of making a team of very young and very senior member? Justify your answer.
- b). If you would have been in the place of Mr. Navin Negi, what you would have done after receiving the complaint from Mr. Dishakant Vatsa?
- c). What do you think about the decision of Mr. Vatsa of going to Mr. Negi for his query instead of the advisor?
- d). What was the reason of not getting proper feedback in 360 degree survey conducted by HR Head? Justify.

Section II

- a) In your opinion how Mr. Jain should have handled the grievance of Laleet with the other team members? Justify
- b) What are the improvement areas of Laleet? Suggest some activities to improve those areas.

Section III

- a). What should have been the strategy of Mr. Bharat Balegar to handle the customer?
- b). How the relationship of Mr. Balegar and Laleet can be improved.

Teaching Notes

a) Teaching Objectives

The case has been designed to use in three session of Human Resource Management i.e. one in Change Management and two in Organizational Behavior. It can also be simulated on students in order to understand the team working. More specifically, the case has been designed achieve several pedagogical objectives:

1. Customer Relationship Management
2. Team Management
3. Improving cross-functional relationships

b) Overview of the issues identified

As per the discussion of CEO and the HR Head of the division of the company, some of the issues identified within the team included:

- Each team member was not able to completely understand and explain the product in terms of its products technical specification, benefits of the product to the customer, communication strategies, and other relevant information related to the product.
- There was a lot of misunderstanding and negative feeling between the members of one department with the other departments.
- Increase in the number of cases of absenteeism reported by the supervisor.
- Marketing supervisor was receiving complaint from his subordinates that operations team is reluctant even in sharing basic technical details with them due to their non technical department and vice versa.
- Members of one department could not recognize the member of other department by face and sometimes by name also.
- When 360° feedback for employees were taken some of the team members could not give their feedback about others as they were unknown to each other.
- There was lot of inhibition within the team members.
- The coordination and communication with the external agencies and regulatory authorities was very weak.

c) Accessibility and its importance

Accessibility refers to the extent to which one person is perceived to be available to other persons and availability of others to the former without any hesitation, in order to share their thoughts, beliefs and values with each other.

It is observed that the managers with high level of accessibility are more appropriate for an organization as each employee feels to share their issues, situations or ideas with them. This also helps the manager to understand the things happening within the department or company on daily basis (Quast, 2013). In order to improve the relationship of senior and subordinated, their accessibility for each other should be increased. Senior and subordinate should feel comfortable in sharing problems with each other in order to find out a feasible solution (Eric H. Neilsen, Jan Gaypen, 1979). As per the Velocity Model of Efficiency, 360 degree accessibility between all the stakeholders without any inhibition should be there in order to make employees and organization efficient. (Kishore Vashist J. & Dwivedi P., 2017).

Quast (2013) said that accessibility inside as well as outside of the organization helps in increasing following:

1. Ease of communication: Accessibility of people helps to have easier access to more informal discussions and these discussions often lead to important insights about the business. Managers who are not so interactive are perceived to be disinterested and disengaged in daily activities.
2. Quick access of information: If all the employees feel comfortable in sharing the issues ideas, or important situations with each other. It becomes easy to have access on good quality of information.
3. Healthy working relationship: High level of accessibility promotes a culture of friendly relations and builds a belief in others that the manager understands the feeling of their employees and appreciates if shared. Whereas lack of accessibility may turn out to have negative effect on relationships with team members.

Internal stakeholders refer to all the employees from top management to ground staff. External stakeholders refer to customers, vendors and regulatory authorities (Kishore Vashist J. & Dwivedi P., 2017)

d) Development of Model for improving

Velocity Model of Efficiency (VME) was developed by Dr. J.K. Vashist and Ms. Preeti Dwivedi – HR Head of the division. This model was developed in 2014 to improve the velocity in the workings of the team. The model includes the means of improving the accessibility among the stakeholders. Also the said VME model was published in the journal of Amity Global Business Review, Vol 2, Feb 2017 (Annexure 1).

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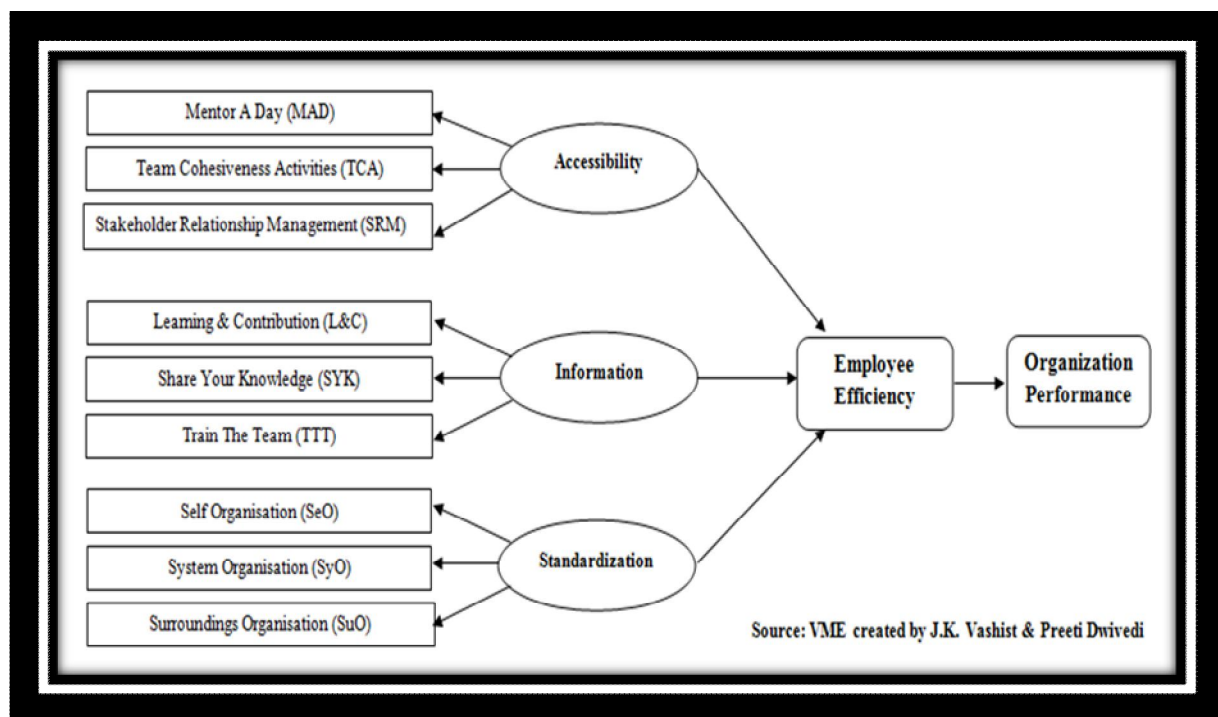
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Annexure 1

Velocity Model of Efficiency (VME)

Definition

Velocity Model of Efficiency, created by Vashist and Dwivedi in 2014, is a model which helps in enhancing Employee Efficiency (EE) resulting in improvement of organization performance. In VME, velocity refers to the measurement of the employee's rate of working and the direction followed towards the goal i.e. speed of working of each individual and the path followed to achieve the common goal of an organisation. Velocity in any organisation can be achieved by doing the activities: First time right and within scheduled time.



Conceptual framework

Figure 1: Velocity Model of Efficiency (VME) for improving employee efficiency leading to organization performance

IMPLEMENTATION

VME is implemented by following AIS, i.e.

1. Ease of **Accessibility** among all the stakeholders, without any inhibition
2. Quality & quantity of **Information**
3. **Standardizing** self, system and surroundings

1. Accessibility

As per the Velocity Model of Efficiency, there should be 360 degree accessibility. All the stakeholders should be accessible to each other, without any inhibition. VME includes both internal as well as external stakeholders. Internal stakeholders refer to all the employees from top management to ground staff. External stakeholders refer to customers, vendors and regulatory authorities. Methods to achieve Accessibility are:

- 1.1 Mentor A Day (MAD) : A method to enhance cross-functional synergies
- 1.2 Team Cohesiveness Activities (TCA): A method for building stronger teams.
- 1.3 Stakeholder Relationship Management (SRM) : A method to enhance trust, care and mutual understanding

SPARE PART INVENTORY MANAGEMENT: MATURITY MODEL & INVENTORY PLANNING

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ABSTRACT

There are two parts in research paper. First, researcher has develop Spare Part Maturity Model (SPMM) which is on similar concept of Knowledge Maturity Model (KMM). KMM helps organizations to identify their current stage of Knowledge Maturity (KM) & path to further progress upon. Like same, SPMM are useful to identify current stage of Spare Part Maturity (SPM). SPMM attributes studied are 1. Process, 2. Software 3. Man power. This paper will help dealership to priorities their efforts for SPIM.

Second part is about spare part inventory planning model. Previous researchers has developed various advance inventory planning methods. But data collected from 30 authorized automotive dealerships from Pune district shows that, not a single dealership is using these advance inventory methods in practice. There is large gap between theory and practice.

Keywords: Spare Part Inventory Management (SPIM), Spare Part Maturity Model (SPMM), Knowledge Maturity Model (KMM), Knowledge Maturity (KM), Stocknorm, FFR etc

1. INTRODUCTION

Mainly, organizations are focusing on inventory planning mathematical models but not on inventory management attributes which is very necessary for improvement. Wagner describes that, Even though, inventory modelling research has done for half century, companies have excessive inventory at their end vis a vis poor service level. Focusing only on mathematical model will not assure overall improvement in SPIM. Wagner 2002

Already, previous researchers has given the systematic ladder of KM in KMM. It helps organization to know their current stage on this ladder and further improvement areas. Also, lot of research has happened in mathematical or qualitative inventory planning models. There are different methods available for planning of slow mover parts which didn't aware in practice. All these research is in theory only. There is gap in theory and practice. Andrea 2012

KMM is applicable for any industry and not specific to SPIM. There is need of specific model for SPIM. In this paper, researcher has formed new 5 steps ladder of SPMM similar to the KMM. Paper focuses on 3 main attributes of Inventory Management i.e. Process, Software and Man Power. Researcher collected data from 30 authorized automotive dealerships and plotted on SPMM combinedly as well as vehicle segment wise. New model is very useful to the dealerships for knowing their states on this ladder. It is very helpful to identify the systematic improvement steps & where to prioritise dealerships efforts immediately. Researcher also plotted the data on KMM. By this way, other researchers pre-work helped to identify the dealership states in their point of view. This research will help dealerships to identify them not only on SPMM but as well as on KMM.

In second part of this research, researcher highlighted the inventory planning methods used by dealerships. In this, researcher tried to found out, whether dealers are using inventory planning methods given in Literature review or is there gap?

The remaining paper is arranged such that- in section 2, brief review on SPIM is mentioned. Section 3, refers to methodology outlines. In section 4, new developed SPMM model elaborated. Section 5 I & II, researcher shows the dealerships current state on maturity stages as well as refers to their inventory planning methods. Section 6, brief discussion on section result mentioned in section five. Section 7, the researcher focused on conclusion, limitation and future scope.

2. LITERATURE REVIEW

Capturing and maintaining correct consumption record is very important process at downstream member M.M.Ali (2015). Spare part management practices of companies compares by very few researcher & little research has done on gap between theory and practice. In his exploratory research, Andrea used 5 stage KM framework & plotted 10 different companies data on it. It shows the gap between theory and practice which he correlates with contextual factors as well Andrea (2012). To improve SPIM performance, researcher should try to find out the value of information in quantity. Researcher should able to quantify it. Research input provided by researcher should be practical in nature & should be assist in improving the inventory management performance Christopher (2008)

Whenever practices of inventory management to be enlighten and when to implement more sophisticated methods of inventory management, KMM are used. It helps to identify the steps of the development process and measure the management attributes. Petri considered nature of knowledge, technical tool, roles and responsibilities, skills, performance measurement and incentive system in his 5 steps KMM. Maturity model developed will help to prioritize the development actions. The path given in research will help to adopt new technology as quick as possible Petri (2008).

Oliver developed 5 steps Knowledge process quality model which permits organization to determine their position on KM stages. Oliver considered organization, people, technology attributes same as Andrea in his journal. Organization can improve their current state of KM by using this model Oliver (2002). Andrea has developed integrated inventory approach which is very helpful for inventory planning. Researcher integrated approach includes Spare part classification, forecasting, inventory management & performance assessment Andrea (2011, 2013)

Demand forecasting model are not used by part managers. Most of the time it is due to lack of skills or the loss of control when it goes to statistical method. Goodwin (2002). Demand forecasting some models are new and unknown to the part managers. However model given in literature is perceived to complex by part manager. Part manager uses the method which he find correct as per experience and common sense. Andrea (2012)

Most of the researcher used a multi-criteria classification model i.e. linear programming model Peng (2007), non-linear programming model Hadi-Venchen (2010), analytic hierarchy process K.Balaji (2014), Weighted linear model Wan (2007) etc but andrea pointed out in his journal, main sub-heading, “obstacles to the advance techniques and method” is that, most of the companies used ABC classification method based on demand value or volume and no other criteria used i.e. based on demand features. It is due to lack of system perspectives Andrea (2012).

Inventory control of slow mover item is very difficult as possibility of impacting on inventory cost as well as stock outs are very high. Umay Uzunoglu Kocer (2011), R.H.Teunter (2010) Croston forecasting method is very popular for slow mover parts Umay Uzunoglu Kocer (2011). Syntetos-Boylan method is developed which is superior to croston method in particular demand pattern. (J.E.Boylan (2005), J.E.Boylan (2006).

Commonly, researchers are comparing different forecasting methods on raw data and then selecting the best performance forecasting method for selected data Umay Uzunoglu Kocer (2011), R.H.Teunter (2010), J.E.Boylan (2005), J.E.Boylan (2006).

3. RESEARCH METHODOLOGY

Objective of study is to define the SPM Stages & to analyse dealers adoption of it. Researcher has selected representative sample from each automobile segment on conceptual ground, In fact, researcher chosen the dealership network instead of OEMs (Original Equipment Manufacturer), as they are front liners to end customer. Product users are direct spare parts end customers. Dealerships chosen are from small range to large, so that we can know each other status. It helps to know, currently, how large or small business are running.

Quali-Quantitative i.e. Mix research strategy is used. Based on objective & Literature review, researcher made questioner for authorized automotive dealerships & conducted **face to face interviews** for about half hour to 1 hour. Questioner are used to gather data. Dealers spare part manager answered to the questioner who is mainly responsible for SPIM.

The data collected are about general information of the company, spare part (number of line items, business, stock levels, etc), forecasting methods used, processes, man power, software and Inventory management. In case of more understanding required, researcher contacted to part manager through phone calls. As an additional foundation of information, we used direct observation (such as whether dealer is making order for non-available part or not when part is required etc) & secondary sources (such as dealership website), ensuring correctness of data. Then, researcher entered the required detailed on SPMM and on KMM for analysis. Researcher used graphical data display technique for ease in understanding. In research, strata is automotive and sampling units are authorized dealerships.

Segment	2 Wheeler	3 Wheeler	4 wheeler	Trucks and Buses	Construction Equipment	Tractor
No of Dealerships	12	1	9	2	2	4

Table1: Segment wise details for 30 authorized automotive dealers from Pune district.

4. NEW DEVELOPED MODEL: SPMM

Main attributes of SPMM are process, software & Man power. There is 5 step ladder for each attribute. On ladder, each step is incremental stage. It is possible that, dealership is at different stage on SPMM for different attributes. Dealership will have to understand, their current position on ladder for these 3 attributes and what are the steps ahead for improvement. 5 steps are as below. It will help dealership to prioritise their efforts.

Initial / None: In first stage, dealership doesn't have standardise process in place for SPIM. Software support is not available. Manpower doesn't have inherent skills. Whenever customer order for parts, dealer person check the stock and hand over the part if available. There is no audit system to check whether record of transaction is maintained or not & even If it is maintained, then it is correct or not. Dealership keep records in hardcopy which is very difficult to see as summary. Due to more number of records, Processing of data becomes difficult. Mathematical based inventory management for more number of parts almost not possible. Part manager does Judgmental planning. There is no support of quantitative data. In this case, dealership faces the issue of excess inventory as well as part availability in large scale. In case of non-availability, Part Manager will not able to give quantitative justification.

Basic/ Aware: In second stage, dealerships have stronger transactional processes i.e. Inwarding, outwarding, ordering etc. Software support is available only for transaction processes. Software is very basic and helps dealers in printing invoices, inwarding material for generation of stock, part order to vendor etc. All basic transactions data is get maintained in system and whenever required it will be pulled in report form. Part manager is efficient to execute basic transactions through system. Part Manager has ability to identify basic causal effects in a qualitative manner. Dealership has transaction process audit system to control the processes. It help dealership for avoiding wrong practices i.e. part manager sells the part but not made entry and payment is not deposited in dealership bank account.

Stocknorm / Established: At this stage, dealer plan the inventory more systematic & logical way. They used mathematical model which is based on previous consumption. Software supports the stocknorm (Setting min max level of inventory). This kind of dealership try to make their inventory optimum per customer orders. Part manager has knowledge about mathematical method of inventory planning. He has ability to identify control variables and state parameters empirically

Measurement / Quantitively Managed: At 4th stage, measurement processes will be exist. Dealership measures their inventory levels and FFR on pre-decided frequency (FFR means first fill ration which measure number of order lines supplied from available stock). Dealer set the target for Inventory & FFR. This gives alarm to the dealership if anything is going out of control. Part manager will have knowledge of measurement process. He is able to provide data in crisis situation. He knows the FFR and inventory levels at dealership. In this stage, software is capable to measure the SPIM performance.

Analysis & Corrective action / Optimizing: At 5th stage, dealership has continuous improvement processes. They analyse the gaps in target and will take corrective action to bridge gaps. Part manager will have competency to check why order has missed? Is it due to spike in order, or fund issue at dealership etc. Part manager has knowledge about different forecasting methods by which he will choose appropriate forecasting method which will give desired FFR and inventory cost. Software will show the improvement areas. Software shows the parts which missed in FFR along with reasons.

Maturity stage	Process	Software	Man Power
1. Initial / None	No standardise Process	No system	No inherent skills
2. Basic / Aware	Robust Transactional Processes	Basic Transactions covered	Basic Skills
3. Stocknorm / Established	Stocknorm Process	Capable for setting up min-max level	Inventory planning Skills
4. Measurement / Quantitively Managed	Measure Inventory performance i.e. FFR, Inventory Value	Measurement of Inventory performance	Competent for measurement
5. Analysis & Corrective action / Optimizing	Process of finding out the gaps in target	Capable to show the improvement areas	Target gaps analysing skills

Table2: SPM Stages and its attributes

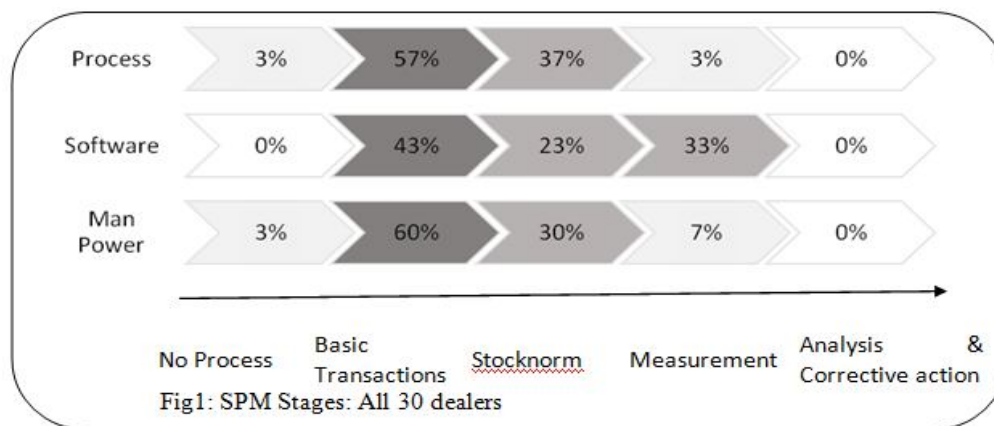
5. RESULT

5I) A) SPMM

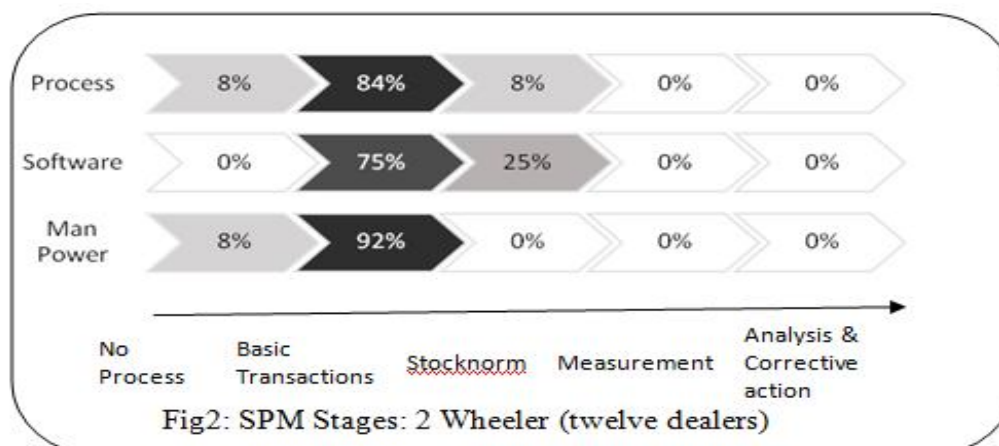
30 dealers data plotted on SPMM. Below graphical representation shows the, dealerships adoption level on SPMM. Number of dealers adoption shown in %.

Table: Colour Coding will help ease in understanding. It is given below.

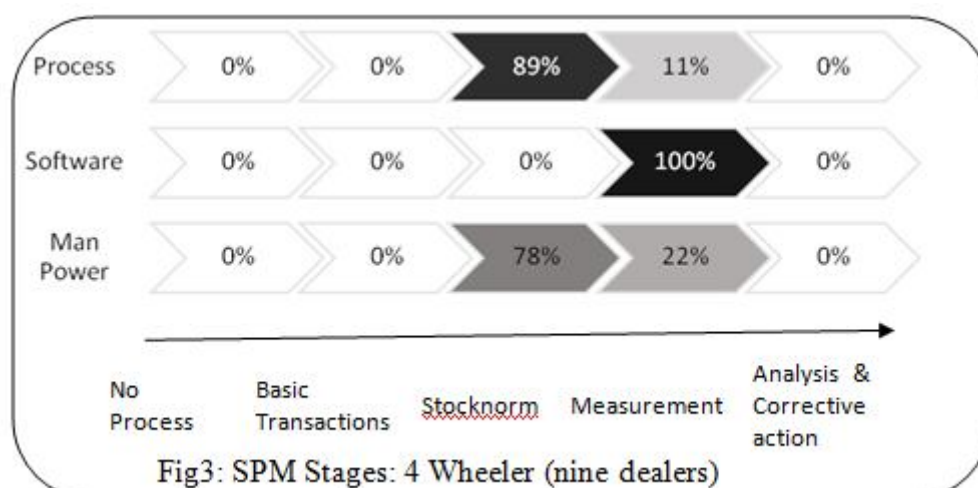
0%	0 to 20%	20 to 40%	40 to 60%	60 to 80%	80 to 100%



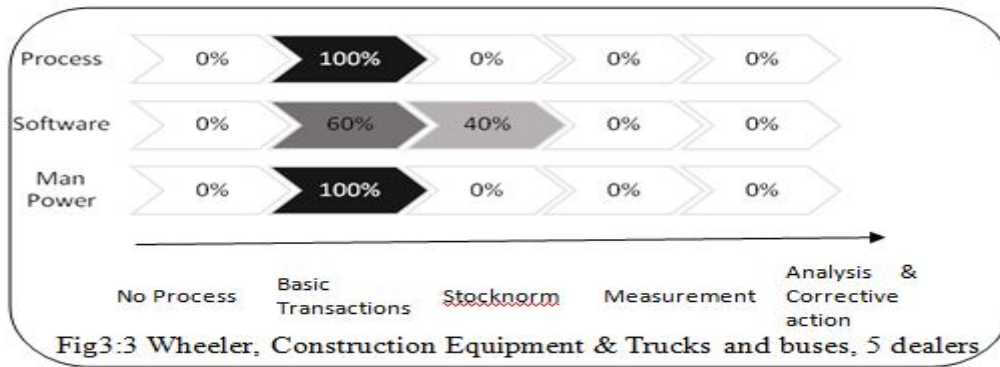
30 dealers summary showing that, currently most of the dealership is at 2nd level of SPMM i.e. Basic Transactions (above fig). But, we need to see the vehicle segment wise summary & not as an overall. It will help to understand prioritisation of efforts in particular segment.



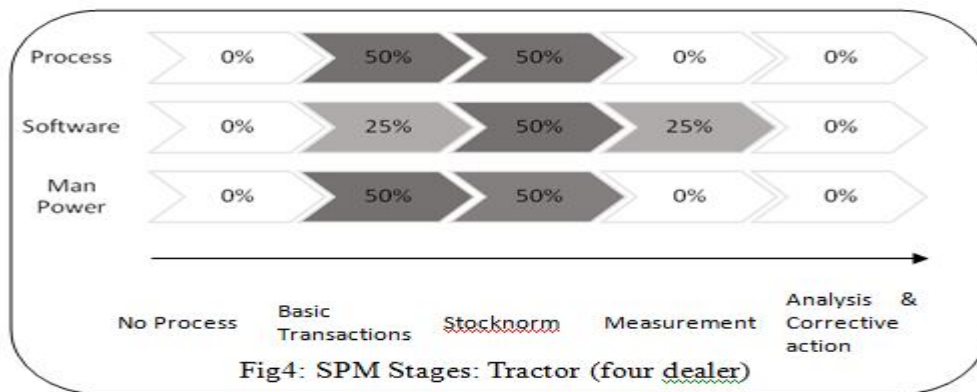
Most of the 2 Wheeler dealers are at basic transaction level at 2nd stage of SPMM.



Most of the 4 wheeler dealers Software is at 4th stage & balance parameter is at 3rd stage.



Most of the above category dealers are at 2nd stage.



50% Tractor dealers are at 3rd stage.

5I) B) KMM

Not only, organizational adoption of new knowledge in supply chain and inventory management processes takes place gradually, but also adoption of various related techniques and practices takes place gradually. Knowledge accumulation along with development is happening in stages. These models are called as maturity model. They are roadmap to the organization. Petri Niemi 2009

Below attributes of process, software and man power are already describe by other researcher in their literature Andrea Bacchetti 2012, Petri Niemi 2009, Oliver Paulzen 2002. Researcher has plotted data on previous researcher tool to understand the authorized automotive dealership KM level. Below figure shows number of dealerships are on each stage out of 30 dealers.

	No Process	Plan document	& Establish	Measurement	Continuous improvement
Process	2	20	8		
	No planning tool	Independent basic tool	OEM basic planning tool	Adhoc planning tool linked to ERP	Advance Integrated tool
Software	13	4	13		
	No skills, inherited practices	Basic skills	Supported by expert	Expert role	Advance Skills Manager Role
Man Power	2	19	5	4	
Maturity Stages	Initial	Awareness	Establishment	Quantitative management	Optimization

Fig. 5: KM Stages: All 30 dealers

Above figure shows that, most of the dealership is upto awareness stage. Figure shows that, dealership needs to climb the next 3 stages of KM. None of the dealership is reach to highest stage of KM. OEM has provided basic planning tool for 13 dealerships. 19 dealers man power attribute are at awareness stage. 20 dealers process is at awareness stage.

Below are the vehicle segment wise data. Number indicates number of dealers.

- Segment wise Comparison for Process KM

2 Wheeler	2	10			
4 Wheeler	1	8			
3 Wheeler, Construction Equipment, Trucks & Buses		5			
Tractor		4			
	Initial	Awareness	Establishment	Quantitative management	Optimization

Table 3: KM Process Stages: Segment wise comparison

- Segment wise Comparison for Software KM

2 Wheeler	9	3			
4 Wheeler		9			
3 Wheeler, Construction Equipment, Trucks & Buses	3	1	1		
Tractor	1		3		
	Initial	Awareness	Establishment	Quantitative management	Optimization

Table 4: KM Software Stages: Segment wise comparison

- Segment wise Comparison for Man Power KM

2 Wheeler	1	11			
4 Wheeler		1	4	4	
3 Wheeler, Construction Equipment, Trucks & Buses	1	4			
Tractor		3	1		
	Initial	Awareness	Establishment	Quantitative management	Optimization

Table 5: KM Man Power Stages: Segment wise comparison

5II) Inventory Planning at 30 dealers

Inventory planning in literature has 3 main steps i.e. Classification, forecasting and inventory policy. Out of which, classification and forecasting steps majorly impacts on SPIM.

Classification Methods at dealers: Classification method is absent at 15 dealers. They are not prioritising their inventory at all. 10 dealers are using single classification method i.e. ABC as per business value or FMS as per order lines frequency. 4 dealers are using multi-classification methods i.e. ABC & FMS. 1 dealer is using five categories as ABCDE for QTY as well as to total business value for categorization.

Forecasting Methods at dealers: 13 dealers are not using mathematical technique for forecasting. They are doing inventory planning by their judgement. 15 dealers are using simple average method for forecasting. 1 dealer is using three months moving average method, 1 dealer is using weighted average method.

Most of the dealers, either not having systematic forecasting method or they are using conventional forecasting method. Other advance forecasting methods are not used by dealers. Safety stock is not maintained at dealers end. They are not adding any standard deviation to forecasting QTY.

Where business value is high or very high, mathematical based model are used by dealers. All dealers are using periodic inventory planning method. Dealers ordered the parts for stocking once in month.

Vehicle Type	Spare Part Value Range	Spare Part Business (Amt)	Spare part – Number of transactions	Customer dependency on local market	Dealerships or outlet penetration to get the part nearer	Vehicle complication	Forecasting Method
2	Very Low	Low	Very High	High	Very high	Low	Judgemental
3	Medium	Medium	Medium	High	Low	Medium	Judgemental
4	High	Very High	High	Medium	Medium	Very High	Simpler Maths
Tractor	Medium	High	High	High	Low	High	Simpler Maths
Trucks & Buses	Very High	High	Low	High	Low	Very High	Simpler Maths
Construction Vehicle	Very High	Medium	Low	Medium	Low	High	Judgemental

Very Low, Low, Medium, High, Very High

Table 6: Segment wise business parameters and adopted forecasting methods.

6. DISCUSSION

6.1 Discussion on findings observed through Contingency perspective: Due to the difference in contextual factors, there will be difference in adoption level of spare part management practices, software. Andrea Omega.

6.1.1 Number of employees: In 4 wheeler dealerships, number of employees in spare part are more. Generally, there will be 3 to 4 employees in spares department. These employees will report to Spare Part Manager. Spare Part Manager will mainly involve in planning and ensuring this processes. Adoption level of SPMM and even KMM in this segment is at upper level than two wheeler and other segment. In segment, where number of employees are more adoption level is at upper level.

6.1.2 Business: 4 wheeler business in amount is at higher level. This contextual factor shows that, adoption level of SPMM is at higher level than other segment. Whereas two wheeler business is very low and adoption level also very low.

6.1.3 Segment specific: As per discussion with part manager, Investment in two-wheeler spare parts compare to four-wheeler and other kind of dealerships is less. Lot of entrepreneur has started small outlets in range of 3 km besides the main dealerships. Also, Local market part availability is very high. 2 wheeler are not mainly used for commercial purpose. In case of break down, customers will have other choice i.e. taxis, public transportation etc. Additional point to be noted is that complexity of vehicle in terms of other vehicles e.g 4 wheeler , trucks etc. There are no complicated parts such like axle, transmission, engine, cabin etc. Due to all above reason, in 2 wheeler, Part manager doesn't have much pressure on part availability as compare to other segments. Part manger mostly spend time on transactional processes. He has less skill in terms of system approach for planning purpose. Only transactional processes is followed by him. Hence, on SPMM, 2 wheeler dealership is at lower level.

3-wheeler dealership is in between 2 & 4-wheeler dealerships in terms of vehicle value range as well as spare part business. These types of customers used vehicle for commercial purpose. Customers are more concern about spare part cost. Customers will try to get the parts from local market due to lesser cost. If part is not available in local market, then they will approach the dealerships. In this segment also, judgemental planning is used for forecasting.

4-wheeler dealerships business in amount is very high. It is highly competitive market. Spare part value is also high & its transactions too. In 4-wheeler, all this factors lead to SPIM at next level than two-wheeler.

Tractor, trucks & buses business in amount is high. Their adoption level is little next step compare to two wheeler industry.

6.2.: Discussion on findings observed through SPMM and KMM perspective: Above graphical scale shows, where 30 dealers are on five stages of SPIM maturity. About process maturity, most of the dealers are focusing on transactional part. They lack the stocknorm approach. Part manager doesn't have knowledge about forecasting methods. They make the judgmental planning. When we asked part manager how it is possible to

make judgment about more than 300 parts, they are not able to answer it. Mainly, they focus and plan the qty for 10 -15 lines only out of more than 300 parts averagely. Most of the part managers are unaware make consumption based stocknorm. Consumption based systematic planning is not done at their end. They do not have any mechanism to check their planning efficiency. Only 9 dealers do stocknorm setting. One is at measurement phase. Researcher observation is that, dealerships are not measuring actual performance seriously. Part manager is not punches the order when customer demands it. He punches the order when part is made available. This is very serious issue / facts in dealership. There is no effort made by dealerships for getting real measurement of FFR. No one analyse the missed parts FFR and inventory requirement for same.

Software also on basic transactional level. Mainly focus on transactional part. Some software makes the stocknorm but that to with conventional planning method. There is no separate method for slow mover items. Software which will compare the different forecasting methods and will show the effective method for dealership is not even in a planning itself.

Man power are not trained on the line of measurement and optimization. There are no processes which can force part managers to complete the measurement and optimization stage. Dealerships are focusing on spare part sale and not on FFR. Target is also on how much they sale in market & not a FFR.

SPMM gives gradual stages by which dealerships can make part management system stronger which will satisfy most of the customer requirement against optimum investment. This is one area, which dealers can focus and differentiate their service level in highly competitive market.

KMM adoption shows that, dealership lacks the measurement approach for processes. Quantitative management lacks in dealership. Software is provided by OEM to 13 dealership which forecast through conventional planning method. 4 dealers are making stocknorm in individual software. Rest are not having planning tool at all. Most of the part manager at awareness stage. Only at 4 location, part manager gives policies to the spare part operators.

7. CONCLUSION, LIMITATION AND FUTURE SCOPE

Till date, researcher had focuses mainly on inventory planning techniques. Less attention is given to the other supporting factors i.e. software, man power, processes. Very few studies focuses on it. There are multiple contributions of these papers. First, SPMM model gives gradual stages to dealership to improve upon SPIM. Dealer will able to find out their maturity on this model & way forward. Till date, other researcher uses the KMM for spare part. There was requirement of specific maturity model which our research has filled up. Second contribution of these study is, it shows the segment wise adoption level. We studied almost every segment pilot dealerships of automobile i.e. from two wheeler to heavy segments. Even all dealerships are of automobile, inside they differentiate from each other on the SPM adoption level. In section 6.1.3, we highlighted segment and their maturity status. Third contribution of our paper is, despite several journals written on inventory planning, dealerships are using judgmental planning method or conventional planning method. Almost all of the dealerships are unaware of new advance forecasting models. It will help dealerships to make advancement in their planning method as well as optimum part availability.

Limitation of our research is, due to size, part line and other spare part differences between segments, it may hamper direct differentiation of businesses and their practices even through it facilitate us for understanding their maturity levels. For future research, above study can be worked out on specific segment with different companies dealerships.

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CEASEFIRE VIOLATIONS AND 'BORDER RESIDENTS' IN AKHNOOR SECTOR (J&K)

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ABSTRACT

Repeated ceasefire violations along the contested Indo-Pak border in Jammu region is not just a concern of national security, it is a 'daily-war', which border residents are combating with. The Ceasefire agreement of 2003 between India and Pakistan was never formalized and institutionalized. Moreover, there has been continuous violations of ceasefire for numerous times disturbing 'peace and tranquility' along the borders. These disturbing incidences have troubled the lives of border residents since its inception in 1949. Having no long-term policy for ensuring peace along the borders is basic reason for these violations.

Keywords: Border resident, Contested border, Jammu and Kashmir, Ceasefire violation.

The unresolved border line between India and Pakistan in Jammu and Kashmir State has not only disturbed the inter-state relations between the two countries, but it has been a matter of concern for the peace and security in South Asian region. Since 1947, India and Pakistan has fought four full-fledge wars, besides proxy war, which started in late 1980s and limited Kargil crisis of 1999 on dispute of Jammu and Kashmir State. The scholarship on larger 'Kashmir conflict' has made significant contribution in understanding its nature and various other dynamics. The scholarship on the borders and borderlands has mostly taken legal, geographical, strategically and geopolitical aspect. Whereas, the human dimension of the borderlands has largely remained dormant. However, the 'disputed borders' is area of larger national concern, but at the same time it has immediate affect on the people residing along it. Valadimir Kolossov, argues that concept of boundaries are closely linked with the national security and states defend them by using force. (Kolossov 2005)

Further, the deteriorating bilateral relations between states probably can be first sensed in the borderlands (Hasting Donnan 2009). The conflicting territorial claims by neighboring states during the drawing of borders can hardly be ignored, they had to be faced by means of negotiation, confrontation, or arbitration (Schendel 1997). Traditionally border studies have taken statist perspective into consideration and ignoring the perception of the border residents who are at the periphery.

According to Ministry of Home Affairs, the total length of the border, which India shares with Pakistan, is 3,323kms and it passes through Gujarat, Rajasthan, Punjab and Jammu and Kashmir. Out of which, that is 1,225kms runs through Jammu and Kashmir. The contested border of this state have international border in Jammu sector which is 210 kilometers, and remaining border of about 150 kilometers and around 788 kilometers is Actual Ground Position Line (AGPL) and Line of Actual Control (LoC) respectively.

The borderlands in J&K are the areas, which are highly instable and are in continuous war-like situation. Whereas, the troubled life of border residents during wartime and more specifically during uncertain ceasefire violations remained unexamined in academics.. The problems faced by the border residents are not only different from the mainlanders but also more life threatening (Chowdhary 2012). Besides, full-fledge wars, frequent ceasefire violations along the border are a continuing fact. Since 2002, nearly 12,000 ceasefire violations occurred along the border of Jammu and Kashmir with Pakistan, has resulted in the killing of 313 people, including 144 security personnel. This year till October there has been 105 times when firing broke at borders in J&K (The Indian Express 2017). These violations can not only spark big bilateral crisis, particularly after Mumbai terror attack of 2008, have been the most prominent trigger of tensions and conflict between India and Pakistan for the past decade, argues Jacob. (Jacob, Ceasefire Violations in Jammu and Kashmir 2017)

The present study focuses upon how the contested borders disturb the life and lifeworlds of border residents particularly during the wartime and ceasefire violations.

The primary data collected for the study is based on a 3 month-long ethnographic study of the border villages situated at the zero-line of Jammu district in Akhnoor sector. The villages named *Chak Malal*, *Baghwana Chak*, *Kota Maira*, *Nikkian* and *Panj toot* of Akhnoor sector at LoC were areas of fieldwork. The primary data was collected using participatory observation and unstructured interview techniques.

It was found that both full-fledge wars and frequent ceasefire violations has a direct impact on the border residents. Displacement due to full-fledge from the borderlands is continuous process. There was en mass displacement during the wars of 1947-48, 1965, and 1971 and even during Kargil crisis of 1999 towards the

safer places, which were mostly government camps, and very few people also shifted to places belonging to their kiths and kins. (Shekhawat 2006)

This dislocation has a psychological and physical impact on the border residents. During fieldwork, it was found that during heavy shelling border residents are generally shifted to the safer places provided by the state administration, which includes government schools, community halls and *panchayat ghars*. Although there has been critical disturbance in lifeworlds of the border residents during ceasefire violations, the areas including education, health and village economy are worse affected segments.

During ceasefire violations, which involve light firing to mortar shelling, it is unsafe for the children to attend the schools and parents do not allow their wards to go outside their homes. Besides, considering security issues state administration also issues orders for the closure of educational institutions along the border. Hence, repeated ceasefire violations leads to the disturbance in teaching-learning process and if the firing is occurring for a prolonged period of time, then there is temporary shifting of the schools in some other safer places. However, this arrangement does not prove productive because it is not possible for the children to attend their classes, as they are dislocated from their homes and not leading a normal life.

Another important concern of the border dwellers is related with medical facilities. On the one hand, most of these areas are far off from the cities, they lack basic infrastructure facilities and on other hand, during the time of shelling, which is life threatening in itself it is challenging to avail adequate medical facilities. And thus life becomes more problematic, as it is difficult for them to access medical care particularly to the ailing children, pregnant women and elderly persons.

Village economy is other area, which worst affected by frequent ceasefire violations. Agriculture being the most important source of the village economy is adversely affected by skirmishes on the borders. As, farming is one of the chief occupations of the border residents, disruptions at the border hurdle all related activities from sowing to harvesting. Besides, there has been huge lost of domestic animals during firing. Moreover, there is big agricultural land which is under the control of security forces, and remained 'mined' during the war times and even after 'demining' there is always a doubt among the border residents to use that land as there are many cases reported when live-mines burst causing casualties and injuries to the dwellers.

The issue of the security of life and property of the border residents has been put forward by the Border Migrants Coordination Committee Jammu and Kashmir to the State and Centre government. Their demands include construction of individual and community bunkers, shifting of government schools to the safer zones, compensation of land under fencing, 5 *marlas* of plot to each family of border residents, special recruitment drive, strengthening of health centers, deployment of critical care ambulances etc. Besides, people generally want peace at the borders and also desire the permanent resolution of the unclear borders whether it comes through peaceful negotiations or by a war.

This is strange that it took more than odd 50 years for two neighboring countries sharing hostility at the borders to think about peace. And recently, there were some serious attempts made by New Delhi and Islamabad to reduce tension along borders and ensure larger peace in the region. In 1999, NDA government took the initiative of promoting 'people to people contact' across border by starting bus service from New Delhi to Lahore, but to the surprise, it was followed by Kargil crisis of 1999 and peace process was derailed.

Setting a new agenda for the upcoming SAARC summit in January 2004, both India and Pakistan agreed to a 'formal ceasefire' along the International Border, the Line of Control and the Actual Ground Position Line on 25 November 2003 ([www.thehindu.com/2003/11/26/stories n.d.](http://www.thehindu.com/2003/11/26/stories/n.d.)). They agreed to start 'composite dialogue' to resolve all bilateral issues including Kashmir peacefully. This was comprehended by starting bus service from Srinagar to Muzaffarabad in 2005 and another from Poonch to Rawalkote in 2006. These peace initiatives were once again overturned by Mumbai terror attack of 2008 and after that nothing concrete has been achieved for the sustainable peace along the borders. Both the sides are now seems too rigid on their respective stand on the Kashmir issue and thus increasing the sufferings of the border residents.

Taking an off late cognizance of problems of the border residents, Ministry of Home Affairs government of India has set up a committee to look into the problems faced by people in J&K residing near the LoC and IB so that policies can be devised to resolve their problems (www.business-Standard.com/news/ians 2017). The State government has also approached the Centre for taking up more works under Border Area Development Programme, so that basic infrastructure in these areas can be improved. These minor steps in the direction of improving life along borders appears to be inadequate, as there is a lack of 'legal treaties and institutional mechanism' on the LoC. (Jacob, Ceasefire Violations in Jammu and Kashmir: A Line on Fire 2017)

The disputed borderline has deep affect on the border localities. The border residents are placed at the 'periphery' both in terms of geography and power structure. Whereas, adopting a traditional approach of 'protecting borders' by using force and ignoring the 'people's perspective' can just adds to the unending sufferings of border residents.

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ORGANIZATION DEVELOPMENT AT PANASONIC INDIA

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ABSTRACT

Panasonic established in 1918 as a producer of light bulb socket has become one of the largest Japanese producers along with its competitors like Sony, Hitachi and Canon. Panasonic India Pvt. Ltd. (Consumer Sales Division) was established on 14th July 2006. The organisation development department of Head Office, Gurugram, Haryana, India was quite new and facing employee unrest issues like high turnover, high attrition rate, lower profits and performance issues hindering development in Organisation. Benchmarking of training, development and employee wellness was done so as to find out the best practises being followed by the competitors across the industries.

This case discusses the problems related to the employee wellness, training and development and attempts to provide the suitable solution for the same. The case touches upon the areas like career growth model, return on investment, happiness quotient, stress management activities and health promotion programs.

Keywords: Employee Turnover, Happiness Quotient, Benchmarking, Employee Wellness

INTRODUCTION

On 25 June ,2017 Mr Navneet Singh, Manager of Organisation Development, Panasonic India along with his consultants Mr Ram(Senior Executive), Ms Vandana (Senior Executive) decided to work on the problems of training, development and employee wellness of the organisation. The organisation was undergoing a lot of problems like finances of the company were being affected, productivity was getting low and morale of the employees was going down .The organisation required a better and improvised system that could resolve all the problems and provide gains in the business, help in creating a pool of people to provide replacement when any employee

Moves up or leave the organisation, helps in building a more efficient and competitive team that enhances the company's brand name.

ELECTRONIC INDUSTRY

Panasonic initially known as **Matsushita Electric Company** is a Japanese Organization having its headquarter in Osaka Japan. The founder of the company is Kōnosuke Matsushita. It has a large amount of human resource employed i.e. nearly 330,000 and it has 580 subsidiary companies (2016). A wide variety of products offered by Panasonic are refrigerators, Ac's, Washing Machines, mobile phones and many more. Panasonic deals with consumer electronics, automotive, B2B and Housing products.

The vision of company is driven by the needs of millions of customers who use their product every day. It focuses on quality, innovation and performance. The mission of company is to contribute to the well being of the society along with their business. It operations are organised broadly in three categories consumer solutions, AVC networks, automotive system.

Panasonics Automotive System is a manufacturer of the equipments like headsets, navigation equipment and speakers. In 2015 it had revenue of \$12.4 billion.

Panasonic Avionics Corporation is a supplier of in flight systems .It has head quarter in California where development, engineering takes place.

Panasonic Mobile Communication has a share of 20 percent of Japanese Market. In Q2 2013 the company incurred a loss of around 5.4 billion yen (49451958.0000 US Dollar).

The company has done many CSR activities, it has initiated program called green electronics to reduce the impact on environment. The company makes sure that its products are free from Polyvinyl chloride plastic.

Panasonic Ecoskool Supporting Education is a nationwide environment sensitization program that reaches out to 215 schools across 24 cities in India to enlighten the participants to take collective steps towards saving the environment and imparting knowledge on issues of global warming and climate change.

Panasonic Shakti Women Empowerment is an initiative done by the organisation to provide the gender equality. It provides three vocational training programs like tailoring, embroidery and beautician .The organisation ensures that at least 50 % of the youth that are trained under them are women.

GROWTH IN INDIAN MARKET

Panasonic has designated India as a regional hub to drive growth and build deeper inroads into the fast emerging Asiatic, Middle Eastern and Western economies.

President and CEO of Panasonic India, Manish Sharma is looking India as a priority market. The country boasts of a dynamic culture and social fabric. Taking from the legacy he believes that the organisation will be able to provide solutions which will be driven by their 'indovation' i.e. weaving of the local solutions into the global approach.

It operates across five business segments namely consumer business, Industry business, mobile phones, energy business and system solution business.

Panasonic Appliances (PAPIN): was established in 1988 for marketing, import and sales of domestic, kitchen appliances. It's headquarter is in Chennai.

Panasonic AVC India [PAVCI]: It was established in 1996, for manufacturer of CRT TVs and LCDs. It is based in Noida, UP.

Panasonic Energy India [PECIN]: It was established in 1972 Baroda, Gujarat, for sales of dry cell batteries.

Panasonic Carbon India [PCIN]: Established in 1982, for manufacture and sales of carbon rods. PCIN is based in Chennai, Tamil Nadu.

Anchor Electricals has its Headquarters in Mumbai, started nearly five decades ago and became a subsidiary of Panasonic Electric Works (now Panasonic Corporation) in 2007. It is one of the largest c manufacturers of electrical construction materials with 4 manufacturing locations and has employee strength of 10,004.

Organization Development at Panasonic India: Mr Tarun Gupta joined the Head office, Gurugram, India during the second quarter of the year 2017. When he joined the organisation he recalls that the first thing that took place was employee's induction process where the employees were introduced to History learning and development programs. The history learning programs were done so that the newly joined employee becomes familiar with the culture of the company and feels a part of it. He was then given the motivational and work related speech by Head of the Departments. For his friend Mr. Kabir Walia the induction process focused more on Product training who joined mobility department as he was from a technical background. He became familiar to the product for ending sales, awareness of the competitor products, they were provided with the tips for selling the products. Tarun told that Management and graduate level training process takes place for only six months in the organisation.

Mr Ram (Senior Executive) of Organisation Development when asked about the training process told that classification of training in Panasonic was done on two basis i.e., Functional training and Behavioural training.

Functional training was conducted Quarterly, Biannually, Yearly. The main reason to conduct such trainings was to improve technical competences of the employees as the productivity and efficiency of the organization majorly depends how competent an employee is technically.

The department training requirement was an important point that needs to be considered in such kind of trainings. An approval from Head of the Department was required on the needs of the employees.

After the approval was taken from HOD, the organization department finalises the cost, trainer. The market reputation of trainer played a very important role; trainer could be within the organisation or could be hired from outside depending upon the need.

The last step that took place was the implementation of training. The OD department asks for a venue from General affair department. Feedback analysis took place that covers the delivery efficiency of the trainer, quality of training and the coverage of gap before and after training. After getting the feedback all the paper work was done.

Behavioural training was done on the basis of Performance Appraisal of the employees. The importance of such training in the organisation was to motivate the employees, improve the communication skills and help the employees to preach qualities like self management.

He told that Panasonic followed PLC for such trainings that means, Performance, Leadership, Competences. On the basis of PLC score was calculated if the score was above the threshold then the training was required otherwise not. Following things were considered when Behavioural training took place i.e. training need; the requirement was analysed, why and what was the need of the training, trainers ability was seen, he/she could

be hired from outside the organisation if there was any such need. Communication played a very important role in such kind of training. The active participation of employees was required in such training. The budget was also set for the training and then venue is booked in accordance with the permission of General Affair team.

The feedback of the employees were taken after the training so as to indentify whether the Gap was met before and training

Mr Ram told that the point of worry was that a lot of cost was being spent on conducting such trainings, development programs then also there was no increase in profits, innovation. The department was now working on employee wellness as it plays a very important role in retaining of the employees, there would be less of turnover and absenteeism. The organisation was paying major attention on health of employees by implementing health fitness programs, trying to make it a tobacco free campus, introduction of Yoga and Zumba sessions. The health coverage programs have been launched by the organisation.

The OD department conducted many meetings so as to understand what was lacking in there training, development and wellness programs. The executives of the organisation suggested that a survey should take place within the organisation so as to analyse the employee satisfaction .The feedback of the survey was that employees were not satisfied with the current training ,development and wellness program .It was a point of concern for the organization .

New ways of Organisation development: After a brainstorming session with the executives Mr Navneet Singh understood that organisation was lagging something in there training wellness program but what it was lagging, it failed to realise. Its competitors such as Sony, Philips and Samsung were doing much better than it. The organisation now wanted to know about the practises of its competitors so that it can benchmark itself with the best practises across industries.

The benchmarking of training development and employee wellness was done and it was observed that training and development practises of Panasonic were according to the universal practises but the only thing that it was lagging was E learning.

E Learning: It could make training and development a lot easier and beneficial for the employees across industries. When there was interaction with the Hr,

Manager and executives of other organisation it was found that they lay major stress on software for implementing learning, training in organisations.

E learning helped these organisations to create new policies, training concepts and easily communicate across the employees. It helped in covering a large amount of audience and thus saving a large cost in conducting separate sessions for the employees. The e learning provided the advantage of being updated whenever possible and increase in retention rate. The major advantage that was provided with it is 24/7 availability. It could be used anywhere, anytime. The easy accessibility proved to be a boon to the companies and the learning pattern can easily updated and changed with the needs of the employees .The needs of the employees played a very important role here.

Career Path Model: It becomes very essential to see what the employee seeks from organization, how much time is he ready to spend in the company as it an important part to know about the investment the company is making on the employee. Most of time it's seen that company is spending lakh's on trainings of employees and employees are leaving within two to three months. Development of employee is a priority but it should also benefit the organisation. It was found that Panasonic was lagging Career Path Model .Ms Rekha who resigned and was serving her two month notice period was also given the access to the trainings, a lot of cost was being spent on the employees who were leaving the organisation.

Other factors: The other factor that were observed during the benchmarking was that some of the companies considered Return On Investment a very important role in training and development programs, before they implement any training programs in there organisation they do consider that would be the return on investment as it is really important for bringing profits to the company .

The analysis that could be drawn from benchmarking of training programs was that Panasonic needs to understand that training is not a solution to every problem , before the company decides any training it should see and evaluate whether the training program was required or not and moreover the constraint and limitation of the company is budget , already the company had spent lakhs on training programs by calling external trainers ,the company needs to analyse who required actual training and what kind of training was required. Instead of spending a lot amount of money in calling trainers from outside, the company should spent its money on an E

leaning software that could be managed by a limited staff and could be updated timely with the needs of employees.

During the process of benchmarking it was found that the major reasons behind employee leaving the company was that the employees were not satisfied in the organisation .Panasonic did not have much of employee engagement activities, where as other organizations have followed up the practises of employee engagement and making it a family friendly place to work .The common practise that Panasonic could learn from other organisations are explained as follow

In order to involve employees and to provide them a relaxing environment from there day to day work fun activities like thank god it's Friday can take place, in such activities leadership skills can built and team spirit can be build within employees , employees feel motivated to work and team bonding builds ups .

Rather than imposing fixed working hours the company can provide flexibility in working hours, can provide the facility to work in shifts, can give the facility to work from home. Many health promotion programs can be initiated in the organisation such as fitness programs like Yoga, Zumba sessions , provide tobacco free campus, health check-ups quarterly .Employees can be provided with the vaccination during the season of flue in order to prevent them from disease and affect the work in conditions like bird flu ,swine flu.

If employee feels healthy then obviously there is more productivity, efficiency and thus profits of the organisation increases and the rate of absenteeism and turnover decreases.

Implications: Although benchmarking provides best practises of training, development and employee wellness across industries but the content of development may vary from company to company according to the needs of organisation. The solution to the case can be implied in the below discussed ways:

Benchmarking works well in the given organization for the problem but when this method needs to apply in any other case and any other organisation , present information , background , philosophy ,and value that the benchmarking gives to problem should be considered. New skills and practises that can be introduced or demonstrated should be checked for practical implication. The new methods that need to be incorporated should be open for feedback; online support should be provided for the new methods so that the organisation and employees gets benefit from it.

Training and development does not only upgrade the employee's performance but also helps in organisational sustainability. It must have employees who are readily adaptable to the changing technology and the organization provides the training accordingly. It enhances the employees quality of work and there initiative thereby achieving both the organisational as well as employees goals.

Human Resource Management plays a major role in managing the organisation. The role of HRM in innovating new methods or principles of working enhances the capability of the employees. Training and development is an important aspect of HRM. It becomes very essential for the organisation to get trained and skilled employees so that the organisation becomes competent and succeeds. It provides employees with the opportunity to make a better career life and get better position in organisation, thereby reducing the turnover rate and attrition rate among the employees. Employees feel satisfied and contented working in the organisation. Better training and development measures should be implemented nationally .Government should intervene and should make some policies that every organisation should follow; it should aim at improving nations human capital that will thus improve the economy of the country. It's recommended that organisations should give Best training practises to their employees so that they can get the best out of them and enhance the productivity of both the organisation as well as the employees. Employees are considered to be important resources and assets of an organisation; if they are trained and skilled then they would definitely perform than those of untrained and unskilled workforce, thus increasing the profits of the organisation. In Panasonic , the practises that are followed now after benchmarking are proving to be fruitful in terms of employee satisfaction, the productivity of employees have been improved after following the discussed measures.

Employee wellness is a very important part that was affecting Panasonic's productivity .Benchmarking provided the company with many solutions how they can enhance their productivity. The organisation has incorporated many methods that are proving to be fruitful as the happiness quotients of the employees have increased. The newly adopted methods by the Panasonic are discussed below. In order to manage the stress among the employees , the company has started with yoga and Zumba sessions in the morning and evening .These sessions are proving to be stress busters for the employees ,they are able to have better concentration at work , there productivity has increased moreover they are contented and satisfied. The organisation has initiated activities such as sharing of work, flexibility in working hours, work from home, all these activities are making

the life of employees more comfortable and in addition to that this helps in work life integration. More focus on the health promotion program have been given in the company like fitness plans and insuring to make it a tobacco free campus .The organisation has launched new health insurance plans for the benefits of employees .A small get together of the employees was conducted after the implementation of these plans, it was found of that the employees are more happy, motivated and engaged in the organisation than ever. After this the organisation also thought of providing the employees with health food options of cafeteria so it started with a full fruit meal along with the normal meal at its head quarter in Gurugram, India. The employees were very happy and contented.

The final inference that could be drawn out from this study was that a small problem in training, development and employee wellness led to such large consequences, had the organisation given a strong thought and implemented strong measures beforehand, the organisation wouldn't have faced such losses. A better training, development and

Employee wellness helps in self sustainability of the organisation and also enhances and improves the productivity of the organisation.

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Annexure 1
Locations of Panasonic in India



A STUDY ON IT MARKET INTELLIGENCE IN EUROPE

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ABSTRACT

This paper seeks to discuss the need to understand "Europe IT market intelligence". European IT (information technology) services market will recover in year by year and its expects the portion of the European IT services market that it targets to grow by one per cent, from about 100 billion euros now. The IT services market, declined one per cent in 2012 and IT budgets shrank even more. "However, the Eurozone has now been saved. There is more trust and confidence in the future of the region. It is again becoming attractive for investments in Europe particularly continental Europe, has always been closed to off shoring. If the region opens its doors to global delivery - a model pioneered by Indian companies, where IT services are delivered from remote locations - it is good news for the India's IT fraternity

OVERVIEW**IT MARKET DEVELOPMENTS IN EUROPE**

Strength of dollar is impacting IT spending; direct impact on revenue for US-based vendors, indirect impact on demand via local product pricing/import costs. IT spending is stable in constant currency terms (slightly down on 2014 due to PC cycle and gradual smartphone maturation), but on course to decline in US dollars; excluding phones, IT market will increase by around 3% in constant currency, in line with 2014. Growth has slowed in China; IT market set for growth of around 5% per year going forward (at the expense of traditional IT services and infrastructure.

Macroeconomic Overview

Software/Cloud will continue to account for increasing proportion of IT budgets Canada, Russia, Middle East/Africa). Asia/Pacific broadly stable, GDP growth around 7% in China. India expected to exceed 7% growth; Japan is weaker on soft export numbers and higher import costs, driving down consumer/business confidence.

STATEMENT OF PROBLEM**Several causes for European IT skills shortage**

1. The number of IT graduates has decreased by more than 20% since 2006
2. The number of IT jobs increases by about 100,000 per year
- a. Due to quick IT developments, there is a mismatch between available and required skills, there is a shortage of academic IT architects, programmers and professionals in big data, mobile computing and cloud computing

The IT skills shortage on the European market leads companies to outsource IT-related services to providers outside Europe.

IT skills shortage drives outsourcing

1. The European Commission expects there could be up to 825,000 unfilled vacancies for IT professionals by 2020.
2. 40% of European companies that were recruiting IT professionals reported hard-to-fill vacancies
3. Technologies are quickly developing and emerging, requiring new IT skills. However, these skills are not widely available on the European market.

Talent shortage

1. Developing talent is not Europe's only human resources challenge; retention is another
2. A 2015 survey indicated a preference of students' to apply their skills to US over European companies.
3. The demand for software talent in Europe is expected to grow significantly over the next five years

CHALLENGES IN POLAND**CURRENT MARKET SITUATION: Challenges**

- Poland is now a top recommendation for outsourcing.
 - But one disadvantage with Poland is that— it's pricey.
-

- The greatest growth barriers for IT sector are, in principle, two issues:
 - (a) Difficult economic situation in Poland (42%) and
 - (b) The resulting lack of IT investment capital in enterprises (40%).
- One in ten respondents pointed to limitations caused by the difficulties in using EU funds,
- Absence of detailed information on IT investment co-financing possibilities and
- The imprecise, frequently changing Polish law (10%).
- Every seventh company (15%) points to the low awareness of the benefits from IT investments as a factor hindering the market growth.

The adverse economic situation affects the sector in many ways:

1. It leads to uncertainty among potential clients who, concerned about the financial standing of their companies, suspend IT investments
2. Difficult to obtain loans for this type of investments.
3. The exchange rate risk, complicating the valuations and profit calculations in projects implemented within a longer time-frame.

Notably - 56% enterprises emphasized only one growth barrier, 44% two, 14% three, 7% four, 2% five implying - companies perform well in the circumstances currently prevalent on the Polish IT market and are able to cope with the encountered problems.

CHALLENGES IN ROMANIA

Current Market Situation: Challenges

- Spurred by price erosion of notebooks and monitors over recent years, computer hardware sales are expected to outperform Romanian economic growth with negative impact on the margins of vendors.
- Despite its strong growth, the software segment will continue to be the smallest segment of the IT&C market in Romania.
- Although Romania aims to be a regional IT hub, the pool of talents seems to not commensurate this goal.
- The over 7,000 IT&C graduates are insufficient to cover the needs of the market.
- This shortage may deepen over the longer term as qualified workers migrate to other parts of the EU in search of higher pay and better employment opportunities.
- Software will experience less stellar growth, with the ERP market only at an early phase of development, where larger companies and organizations are still the major driver.
- The total Romanian ERP market declined by 3.2% in 2010 and the implementation services market fell by 7.5% in the same period, visibly struggling under the impact of the ongoing crisis.

CHALLENGES IN NETHERLAND

- It is forecasted that the ICT sector in Netherlands would be experiencing a shortage of 23,000 – 34000 IT professionals between the years 2015 – 2020.
- Organizations in Netherlands are struggling to fill positions for software developers as they digitize.
- The gap between employer demand and jobseeker interest has narrowed the most in the Netherlands. But the gap between demand and supply is a big problem.
- In the Netherlands, the shortage of ICT skilled personnel amounts to 1.2% of total employment;
- The current shortages of personnel with ICT skills may be even as high as 1.5% of total employment in Western Europe.
- The skills shortages are expected to worsen in the coming years, despite an increased supply of the requisite skills.

POLAND GROWTH PROSPECTS

- At present two areas seem to be offering the best growth prospects for the IT sector – applications for mobile devices and cloud computing.

- 95% respondents were convinced of the growth of this type of services over the next two years.
- Lowest labor costs within the European Union.
- You can find and hire highly experienced Polish developers for under \$3.000 a month.
- A world-class and experienced dev can be hired for \$30.000 - \$40.000 a year.
- Nearly no cultural gap – advantage to outsourcing a development process
- Poland is ranked 9th in the world for English skills in the EF English Proficiency Index 2015

IT hubs in various cities of Poland : Krakow

- Over the last year, 6 thousand new workplaces were created in Krakow's services sector.
- Currently, almost 100 business services companies present in Krakow employ 38 thousand people working for clients in 94 countries and using 36 languages.

Scope

Area	Poland	Romania	Netherland
	Research Scope		
Market Intelligence	<ul style="list-style-type: none"> ✓ Administration, banking, financial services & insurance (BFSI) and telecommunications are major verticals which spend a lot on ICT solutions. ✓ market value of the IT outsourcing services will grow from over \$590 billion to almost \$865 billion. 	<ul style="list-style-type: none"> ✓ Cyber security is a key component of the ICT sector in Romania ✓ Romania has the largest share of developers priced below USD 20/ hour, making it the cheapest technology hub in the European Union 	<ul style="list-style-type: none"> ✓ Employers are hunting IT professionals with strong skills in cloud computing, cyber security and Java, combined with knowledge of the business and business processes. ✓ Most attractive to employers are IT specialists with knowledge and skills in the fields of developing, engineering, testing, systems management, cloud computing, cyber security, Java, SAP, .Net, EPM, C, C #, PHP, Python, Web, Agile, Scrum, Big Data, Oracle and Mobile.
International Market Entry Strategies / Opportunity Identification	<ul style="list-style-type: none"> ✓ design service market 52% ✓ support service market 29%, ✓ finance 24%, administration 21% and media and communication 16%. ✓ The entire Polish market is open to foreign investors. Foreign investors in Poland can transfer their profit operations even outside Poland with ease. 	<ul style="list-style-type: none"> ✓ substantial opportunities found in Financial, banking and insurance sectors ✓ Critical infrastructure networks (energy and utilities), Telecommunications . 	<ul style="list-style-type: none"> ✓ Business Intelligence, Security, Social Collaboration, mobile and cloud applications, Software in cloud as services (Saas) etc have been growing at much higher rates (Forrester, 2015)
Technology / Innovation Monitoring	<ul style="list-style-type: none"> ✓ Innovation is considered a key component for growth in Poland and the country is utilizing €10 billion in structural funds from the European Union to stimulate commercially oriented research, particularly in the private sector. ✓ new directions of the IT markets development are: applications for mobile products and Cloud computing 	<ul style="list-style-type: none"> ✓ In terms of innovation, Romania is specialized in both low-innovation sectors and medium-high innovation sectors ✓ Romania's limited innovation performance is reflected in its economic structure in which low and medium-technology sectors are still prevalent. ✓ Demand for knowledge is weak and there is an underdeveloped innovation culture 	<ul style="list-style-type: none"> ✓ software, space, smart energy, financial tech, digital health, sharing technology and 3D printing, among others — coincide with the overall direction of global innovation. ✓ Dutch prowess for high-tech hardware, in particular, has drawn investment interest not just from the United States and Europe, but also from China.

REVIEW OF LITERATURE

Jacques Delors : Exactly 25 years ago Jacques Delors, then President of the Commission, launched with Lord Cockfield, Vice President and Commissioner for the internal market, the single market project with the White Paper on "EUROPE IT market" for the European Council of June 1985, held in Milan. Policy makers and economic agents alike felt the pressure to think and act in a wider framework, as regards both time (in 1985 they started to make plans for "1992", as the project was called) and space (they wanted to get ready for Europe-wide competition). They reacted to this challenge with enthusiasm. This helped the European economy to recover from the "eurosclerosis" of the previous years. **Martin Kahanec Central European University, Hungary, IZA, Germany, and CELSI** .IT market integration of the Roma is a moral and economic imperative. The pathology of social and economic separation and mistrust affects both Roma and non-Roma populations. Thus, policy intervention must target whole communities, and its scale and scope must be commensurate with the challenge: preventing the residential and social segregation that engenders multiple inequalities, addressing the intergenerational transmission of the human capital disadvantages ensuring equal treatment in the IT market. Political courage and will are wanted. **IT Market-Driven Management: A Critical Literature Review** , **Niccolò Gordini Assistant Professor of Management, University of Milan-Bicocca** In global IT markets corporations adopt a market-driven approach which takes the form of careful monitoring of the competition and skill in understanding the market, the operators who work on it, their key characteristics and their products, in order to choose the most suitable course of action, thanks to better and faster understanding of what is being achieved in the extended market space. The paper provides a critical review of the main literature on IT market-driven management, analysing its evolution from Japan to the USA and Europe. **Literature Review of Information Technology Adoption Models at Europe Firm Level** . **Tiago Oliveira and Maria Fraga Martins ISEGI, Universidade Nova de Lisboa, Lisbon, Portugal** : There is consensus that IT has significant effects on the productivity of firms. These effects will only be realized if, and when, IT are widely spread and used. The study reviews theories for adoption models at the firm level used in information systems literature and discuss two prominent models: diffusion on innovation (DOI) theory, and the technology, organization, and environment (TOE) framework.

EUROPEAN IT SECTOR SHOWS RAPID GROWTH DESPITE AN OVERALL WEAK ECONOMY

Wayne Rash

The European economy has yet to fully recover from the recession that started six years ago, with the exception of the IT sector, which is growing rapidly. Germany—The European economy is weak, especially when compared to the recovering U.S. economy. The difference is so great that it's beginning to negatively affect the earnings of multinational companies. In fact, those weak earnings, brought on in part by a strong U.S. dollar, caused a 300-point drop in the New York Stock Exchange on Jan. 27. The strong dollar was brought about not only by a strong U.S. economy, but also by the relatively weak euro. The weak euro is a symptom of a European recession that was triggered and prolonged by the continent's persistent debt problems, along with economic policies that tended to further erode the euro's value.

THE GLOBAL HI-TECH MARKET SHIFTING SHAPE

Nikolai Dobberstein

The world's top 100 ICT companies generated \$1.67 trillion in revenue in 2012, an increase from \$1.59 trillion in 2011.² Of the nine segments we tracked for this paper, the three largest are IT services, software, and semiconductors (see figure 1).

OBJECTIVES OF THE STUDY

- To study about the potential of IT market in Europe .
- To understand the scope of IT market intelligence in Europe
- To study about all the macro environmental factors of Europe countries
- To understand Varieties of Capitalism and Socio-economic models in Europe
 - a. European Welfare Capitalism: origins and development
 - b. Liberal Market Economy Model versus Coordinated Market Economy Model (and their variations)
 - c. The European Social Model(s) and Economic Growth
 - d. Welfare States and Economic performances: a Comparative analysis
 - e. The impact of the Eastern enlargement on the EU

IT MARKET COMPETITORS IN EUROPE

ROMANIA

Romania is one of the most attractive markets in Europe for technology investment and outsourcing, with a highly skilled and diversified workforce, competitive prices, and a stimulating business environment. Romania's IT sector has seen continuous growth over the past decade, despite political turbulence and the economic crisis, which is a good indicator of its driving force. Known for their broad technical expertise, their flexibility, enthusiasm and excellent language skills, Romania's software service providers are a great choice for long-term collaborations in both near shoring and off shoring businesses.



The large number of specialized Romanian software companies, which has more than tripled over the last decade to +17.000 companies with a total of over 65.000 employees, registered CAGR averaging +15% with only a short-lived setback during the economic crisis. After Romania's integration in the European Union in 2007, the country's IT sector has expanded and attracted significant investors, establishing itself among the world's top outsourcing markets with respect to its advantageous quality / price ratio. Other multinational companies have spread out over Romania, especially since the demand for qualified resources continues to grow. Examples are: HP software development center, Accenture and Genpact in Cluj; IBM in Brasov; Microsoft and Wipro in Timisoara; Ubisoft in Craiova or Continental Automotive in Iasi and Sibiu; Capgemini and Amazon in Iasi, and many more.

INCREASING COMPETITION ON THE POLISH IT MARKET

In H1 2016, total modern IT in Poland rose to more than 13.5 million sqm GLA. The key trends include starting new IT companies in cities below 100,000 inhabitants and the growth of the outlet centre sector in agglomerations with 200,000–400,000 inhabitants. Cushman & Wakefield has released its data on the Polish retail market in H1 2016 in its report Property Times: Increased market competition calls for a quick response. The obligation to report the intention to concentrate is applicable to:

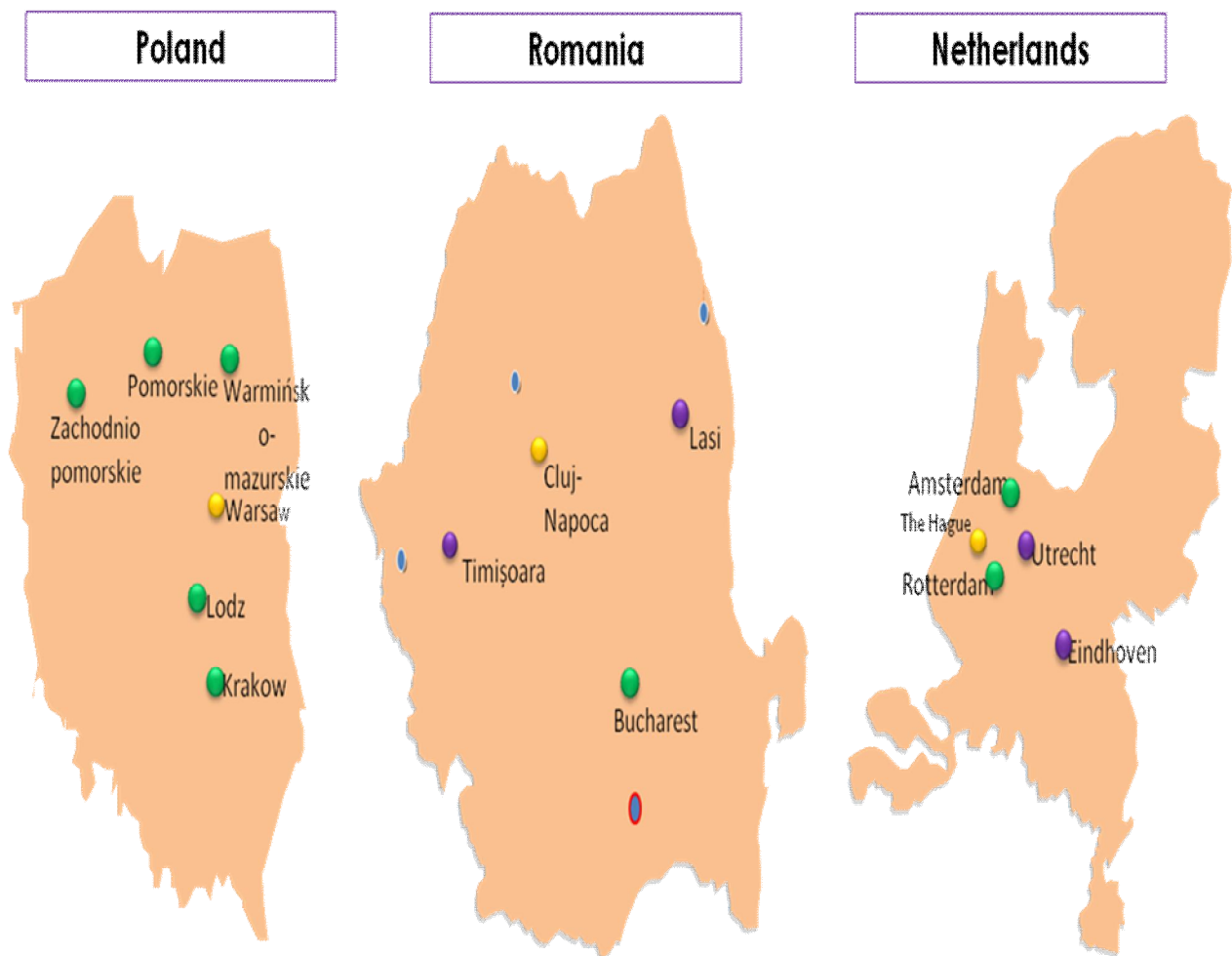
- the intention to concentrate two or more independent companies,
- the intention to acquire control over one or more companies,
- the intention to create a joint venture company, or
- to acquire assets of another company.

IT MARKET

- IT market is predicted to touch \$13.31 billion by the end of 2020 driven by industry verticals such as BFSI, telecom, manufacturing sector and IT outsourcing market.
- The IT market in Poland is categorized into three main segments: Hardware, Software, and IT Services.
- economy is one of the fastest growing economies in the Central Eastern Europe (CEE) region.

- The year 2015 is being considered as the golden period for the Poland's economy. the country's outsourcing market is competing with India and China, which are considered as the world's current outsourcing leaders. The IT service sector is currently leading the overall IT market of Poland, followed by the IT hardware market
- The companies are preferring Poland over the other destinations due to its talented low-cost workforce and similar time zone.
- The government visualized the country to be fully digitalized by the end of 2020

IT Hubs



IT MARKET OUTSOURCING

Poland is one of the best places to outsource your software development

- becoming one of the most attractive destinations for companies which want to outsource their software development
- Polish developers are one of the best programmers in the world
- highest ranks in international programming contests, such as Google Code Jam, Microsoft Imagine Cup, the Central European Programming Contest (CEPC),
- Top Coder, they are currently ranked 5th in the world in the top coder ranking and 3rd at Hacker rank.
- They focus on using cutting edge-technologies that are really up to date
- They know agile ,scrum and they care about code quality

- They have high security standards that fulfill the EU standards
- Companies looking for an outsourcing contractor should consider issues around data protection.
- The contractors from eastern Europe often provide high level skills and better quality product.
- Advantage of Poland outsourcing
 - EU Rising Star
 - Reduced Investment and Costs
 - Economic Miracle
 - Cultural Proximity

IT MARKET SCENARIO FOR POLAND – TRENDS & FORECAST, 2015-2020

- Poland IT market is predicted to touch \$13.31 billion by the end of 2020.
- Poland's economy is one of the fastest growing economies in the Central Eastern Europe (CEE) region
- outsourcing sector has around 700 business service centers where the employee strength is around 1,50,000.
- Considering the progress and development in the sector, it is estimated that this sector will generate approximately 2,00,000 jobs by 2018.
- The government visualized the country to be fully digitalized by the end of 2020.
- In the last decade, Poland has become an important producer of IT solutions
- The country has become the preferred choice for outsourcing business due to its closeness to the big five European countries and similar time zones.
- Extremely talented workforce, low costs, and sound political and economic conditions are supporting factors for this growth from 2015-2020
- Poland government initiatives and major deals happened in the country during the years from 2015 to 2020.

Poland IT skills forecast up to 2025

- Most employment growth will in software industry
- Around 56% of labour force will have high level IT qualification
- Most job opportunities around 34% will be for IT professionals

FOREIGN INVESTMENT

- Legislation has been adopted that allows foreign investors to transfer, with comparative ease to countries outside Poland, any profits from operations in Poland whether from dividends or as the result of the sale of assets and shares.
- Polish law does not discriminate between local and foreign ownership
- A number of free trade zones have been established in Poland, The main benefits are as follows:
 - Exemption from income tax to the limit of the investment, or creation of new jobs for 2 years
 - The maximum tax exemption depends on the intensity rate for the region
 - The Polish government offers exciting incentives to investors depending on the type of investments
 - The Polish government provides attractive incentives to investors who invest in areas of unemployment
 - State Tax Incentives and Government Support
- As a member of the EU, it offers entrepreneurs the opportunity of an easy access to the worlds' biggest free market area.
- it provides foreign investors with competitive labor costs, a considerable size of the market, industrial diversity and real possibilities for the development of new economic entities

BANKING MARKET SIZE

- Poland expects more foreign bank owners to sell their holdings in the country in 2017
















- Banking market in Poland 2015-2017
- Total client deposits at banks recorded a 9% YoY increase to PLN 956 billion and total client lending rose by 6% to PLN 910 billion
- Poland's economy remaining strong in 2016 but decelerating in 2017 and 2018
- continued growth in key banking volumes, in particular in retail deposits and in corporate lending
- Poland one of the top three banking industries in Eastern Europe region. Growing economy, with rising credit demand, makes Poland a favorable destination for investment in banking sector

Business Attractiveness Matrix

Section	Poland	Romania	Netherlands
PEST Analysis	M	L	H
Policies and Regulations	M	M	M
Rating	H	M	M
Industry Overview	H	M	M
Competition	M	L	H
Tax Regime	M	L	H
Client Presence Relevant to SLK	M	L	H
Entity Setup Cost	M	M	H
Labor Supply	H	M	H
Attractiveness Analysis	H	M	L

Market Attractiveness Matrix

Techno-Commercial Analysis

Comparison Elements	Poland	Romania	Netherlands
Software Client Presence (Relevant to SLK)			
Diversification of Competitors' Software Portfolio			
Competitor Presence			
Skilled Labour Availability			
Cost of Labour			
Regulatory Restrictions			
Free Trade Agreements			
SEZ Infrastructure			
Ease of Doing Business Ranking	24	36	28

 Low

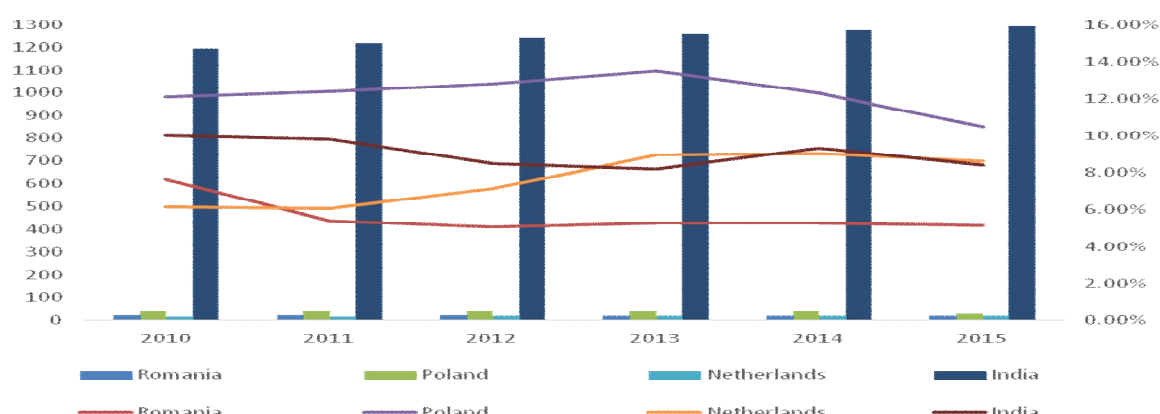
 Average to Low

 Average

 High

According to the data Netherlands has high percentage (61.90%) of debt to GDP ratio and Romania has low value (36.20%) of debt to GDP ratio. Poland has debt to GDP ratio of 53.20%

POPULATION AND EMPLOYMENT RATE



From this data analysis we can come to the conclusion that the population and employment rate of India is gradually increasing from 2010 to 2015. There is no such increase for the European countries like Poland, Romania, and Netherlands. There is no variation of these factors from 2010 to 2015 for the European countries. Compared to Romania and Netherlands, Poland has a slight increase in population.

Poland's employment rate is gradually increasing from 2010 and it became maximum in 2013 at about 14%. After 2013, it gradually decreased to 10% in 2015 because of an increase in population. The employment rate of Romania decreases from 2010 to 2011 after that it remains steady (5%) till 2015. Netherlands' employment rate increases from 2010 and it became maximum (10%) in 2013, then it decreases to 8% and remains steady till 2015.

The employment-population ratio has not always been looked at for labor statistics and where specific areas are economically, but after the recent recession it has been given more attention worldwide, especially by economists. The National Bureau of Economic Research (NBER) states that the Great Recession ended in June 2009.^[5] During 2009 and 2010, however, many areas were still struggling economically, which is the reason the employment-population ratio is still used by both Americans and people around the world.

CONCLUSION

Business Environment

	Poland	Romania	Netherlands
Category of Respondents	Inputs to be gathered		
Government Bodies	<ul style="list-style-type: none"> ✓ Poland's adoption of EU legislation has led to wide-ranging reforms in economic regulation and reduced government intervention in the private sector. ✓ Pricing is the most critical factor in positioning a product or service for sale 	<ul style="list-style-type: none"> ✓ Government has not been very transparent and consistent in its support for the software and IT services industry. ✓ However, several fiscal incentives have been approved and are valid for the development of the IT industry: no salary tax for IT graduates etc 	<ul style="list-style-type: none"> ✓ The Dutch government wants to digitalize their services. As of 2017, it expects citizens and the private sector to deal with all their government-related issues online. ✓ More than half of the Netherlands' national income is from the services sector, particularly financial services.
Primary Research Targets			
Industry Associations	<ul style="list-style-type: none"> ✓ outsourcing segment is currently the most dominant ✓ High seasonality of sales (ICT) ✓ more than 29,000 international students in Poland coming from more than 140 countries, ✓ Poland IT software and service market to expand at a CAGR of 5.9% through 2020 	<ul style="list-style-type: none"> ✓ export of software and IT services in 2016 is expected to exceed 2.5 billion euro, which is more than the double of the value registered 4 years ago, ✓ The number of engineers per capita is greater in Romania than the US, India, China, or Russia. 	<ul style="list-style-type: none"> ✓ ranked 4th for Networked Readiness Index (NRI) in the Global Information Technology Report ✓ With a growth of 5.4% the ICT sector performs above average (CBS, 2016). For the Netherlands, the ICT industry is a very important sector with a turnover of more than EUR 35 billion (ICT Market Monitor 2015) realized by 70,000 companies that provide employment to 356,000 people (CBS, 2016).
Key Industry Players/Competitors	<ul style="list-style-type: none"> ✓ Small enterprises make up 90% of Poland's IT companies ✓ Poland IT software and service market to expand at a CAGR of 5.9% through 2020 ✓ Due to very high competition, the level of profitability rarely exceeds 2%. 	<ul style="list-style-type: none"> ✓ Despite its strong growth, the software segment will continue to be the smallest segment of the IT&C. ✓ software market will expand by 10% to a value of EUR 293 million in 2015 ✓ Insufficient legislation for intellectual property protection inhibits the creation of proprietary software products 	<ul style="list-style-type: none"> ✓ The industry is characterized by sharp price erosion and fierce competition, especially in the ICT wholesalers segment. Market concentration is still on-going in this subsector.
IT Value Chain	<ul style="list-style-type: none"> ✓ high quality IT engineers ✓ Low labor cost 4,200 PLN (\$1,153) for QA engineers, PLN 6,400 (\$1,756) for software developers and PLN 9,500 (\$2,607) for projects managers. 	<ul style="list-style-type: none"> ✓ industry is inhibited by the lack of availability in number and IT skills set ✓ strong networking infrastructure and low cost and especially to the local labor skills base. A large percentage of IT specialists are software developers (47%), followed by technical support skills (21%) and quality assurance/testers (16%) 	<ul style="list-style-type: none"> ✓ offers quality IT infrastructure, a competitive tax climate and a tech savvy, English speaking workforce. ✓ of 23,000 – 34,000 IT professionals between the years 2015 – 2020 ✓ 70 per cent of innovation in the Netherlands is IT-related

The best European IT market place is Poland

DRIVERS OF POLAND IT MARKET

- Small Culture Gap
- Stable economy in healthy condition and is Low cost
- A highly-skilled, multilingual workforce & a steady supply of well-trained IT grads joining the workforce each year
- Dynamically growing IT market;
- US standards in IP protection and Data Security;
- Extensive pool of IT graduates (80k per year);
- Cultural and work ethics similarity;
- Low labor costs (as compared to US and Western Europe);
- Quality technology infrastructure;
- Attractive tax incentives (low inflation, low CIT, special economic zones)
- Proximity with major European financial centers.
- 29% of the income in the IT sector comes from the IT Services
- According to Pierre Audion Consultants, 2015 Poland is second IT market in East-Central Europe
- Member of European Union, NATO, OECD, WTO, and as of late a member of European Space Agency (ESA).
- second most attractive European destination for foreign direct investment (FDI)
- Ranks 10th in low cost
- Ranked 3 out of 50 countries across for best developers

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CUSTOMER SATISFACTION AND CUSTOMER LOYALTY IN ONLINE SHOPPING IN SURAT CITY

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ABSTRACT

Customer Satisfaction and loyalty nowadays is an important element for the survival and success of any business. The main aim of the study is to know the satisfaction level of customers and their loyalty towards the shopping sites they prefer buying. Different variables determining customer satisfaction and customer loyalty were considered from the literature reviewed. Primary data is collected from 150 respondents using structured questionnaire. Non probability snow ball sampling method is adopted to select the samples. Descriptive analysis, Chi-square goodness-of-fit and chi-square test of independence or relatedness has been used to test the various hypothesis framed. The findings of the study identified that online customers' of Surat City are satisfied and they agree to remain loyal towards the online stores they mostly buy from.

Keywords: Customer Satisfaction, Customer Loyalty, E-retailers, E-stores, Online Shopping.

1. INTRODUCTION

E-commerce nowadays has different components viz., Business-to-Customer (B2C), Customer-to-Business (C2B), Customer-to-Customer (C2C), Business-to-Business (B2B), etc. Online Shopping is one of the aspects of e-commerce as it is a Business-to-Customer transaction. Online stores sell its products and services to customers through their websites making it convenient and time saving for them. Though B2C e-commerce has many benefits to e-stores also but this study is concerned about satisfaction of customers. In the online shopping method, customers do not get the facility of face to face communication with seller of the product nor are they able to physically see and check the product. Thus, satisfaction of customer here is very crucial for any online retail store. Customers who are satisfied and delighted with the products and services of an e-store will stick to the same for long run. This will create a loyal and stable customer base for the company which will help company to survive the tough times also.

2. CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

Satisfaction is a feeling of contentment which a customer experience post-consumption of the product. Satisfaction is not an immediate reaction of consumption, it is a process which has different phases and includes pre-purchase expectations from product, purchase of product, consumption of product post-purchase and comparison of pre-purchase expectations with perceptions of product generated post-purchase. A customer is satisfied if the expectations exceed perceptions and a customer is dissatisfied if otherwise. In reference to online shopping, satisfaction is one of the most important consumer reactions. The importance of customer's satisfaction is reflected in the ability to help create customer loyalty (Anderson and Srinivasan 2003), boost positive word-of-mouth (Bhattacharjee 2001), generation of repeat purchases (Reibstein 2002) and further improve the market share and profitability of the company (Reichheld and Scheffer 2000). Loyalty is the commitment of the customer to rebuy the product from the same online stores and to make its recommendation to others. In Oliver's (1999) book, Customer Loyalty is defined as: "A deeply held commitment to rebuy or patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior".

From the above definition, customer loyalty can be divided into two dimensions: behavioral and attitudinal. Behavioral loyalty is concerned with repeated transactions in future and attitudinal loyalty is often defined as both positive affect toward the customer relationship's continuance with the e-store, and the desire of customer to continue to remain in the relationship with the same e-store (Ball, et. al., 2004). Thus, customer satisfaction and customer loyalty are very important for the online stores to develop their strategies for the development of the business, expanding their customer base and market share and raising their profitability.

3. LITERATURE REVIEW

Christodoulides and Michaelidou (2010) in their study identified that convenience, variety seeking, and social interaction helped predict e-satisfaction of customers, and among them social interaction was found to be the only shopping motive examined with a direct relationship to e-loyalty. It was also observed that e-satisfaction was a major determinant of e-loyalty among customers of UK-based websites.

Eid (2011) identified that customer satisfaction was a stronger determinant of customer loyalty and customer trust was creating least impact on customer loyalty in business-to-consumer e-commerce market. The results revealed that quality of user interface and information quality were the major determinants of e-customer satisfaction and loyalty. However, information quality created no major impact on customer trust. Whereas findings also stated that both perceived security risk and perceived privacy were strongly associated to customer trust, but had weak relation to customer satisfaction.

Bashar and Wasiq (2013) suggested from the outcomes of the study that there were three dimensions of the emotional state viz., pleasure, stimulation and dominance which had a significant positive impact on e-satisfaction. However, dimensions of the perceived risk viz., total risk, financial risk, social risk, psychological risk, functional risk and the physical risk had no major influence on online consumer satisfaction. Results of the analysis also revealed that satisfaction of customers directly influenced the loyalty of online consumers.

Mateen (2015) aimed to investigate the customer's satisfaction derived from e-shopping and also attempted to examine the influence of online shopping on consumers' attitude. Findings identified that availability, trust, convenience and discounts were the critical determinants that attracted the customers to make online purchase. It was also established from the outcomes of the analysis that e-shopping had positive effect on satisfaction level of customers.

Rajeswari (2015) found out in his study that there was increasing confidence and trust of customers on online stores. Findings also revealed that the key factors which customers considered while making online purchase were payment options, product variety/availability, speed & quality of delivery, security and user friendly presentation.

From the review of previous studies carried out by numerous researchers, 18 variables viz., system availability, fulfillment, navigation, time saving, ease of use, understandability, accuracy and reliability, product quality, price competitiveness, discounts/offers, privacy of personal information, security of financial information, privacy of shopping behavior, adequacy of security features, order confirmation, compensation, responsiveness, and empathy have been selected by the researcher to examine the satisfaction level of customers. Moreover, customer loyalty is also examined by the researcher on the basis of five variables taken from past studies viz., recommendation to others, repurchase intention, positive word-of-mouth, preference to the e-store, frequency of buying and customer's insensitivity to change in prices.

4. OBJECTIVES OF THE STUDY

1. To analyze the customers' satisfaction towards online shopping in Surat City.
2. To analyze the customers' loyalty towards online shopping in Surat City.
3. To trace the association between customer satisfaction and customer loyalty in online shopping in Surat City.

5. METHODOLOGY

The nature of the study is descriptive and analytical. With the aim to analyze customer satisfaction in online shopping context, primary data has been gathered using a structured questionnaire. The questionnaire is segmented into two sections: Section-I comprises of questions on demographic profile of respondents and Section-II includes statements asked on different variables of customer satisfaction and loyalty. Statements are framed on the basis of five point Likert's scale where:

5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree and 1 = strongly disagree.

Questionnaires have been filled up from a total of 150 online buyers by interviewing them personally. Customers above 18 years of age and having minimum shopping experience of six months are selected as sample units. The study is confined to online shoppers of Surat City. As the data about total number of existing online buyers in the selected research area is not available, so non-probability snow ball sampling is adopted to select samples.

6. DATA ANALYSIS AND INTERPRETATION

The demographic profile of respondents, their experience of online buying and key results and findings of the study are discussed under the following sub-heads:

Table 1: General profile of respondents

Sr. no.	Demographic variables	Number of respondents	Percent (%)
Gender			
1	Male	65	43.3
	Female	85	56.7
	Total	150	100.0
Age (in years)			
2	18-28	91	60.7
	28-38	35	23.3
	38-48	17	11.3
	>48	7	4.7
	Total	150	100.0
Qualification			
3	High School	27	18.0
	Graduate	77	51.3
	Post-Graduate	41	27.3
	Others	5	3.3
	Total	180	100.0
Occupation			
4	Student	45	30.0
	Professional	53	35.3
	Businessman	29	19.3
	Housewife	23	15.3
	Total	150	100.0
Experience of online shopping			
5	6-12 months	32	21.3
	12-18 months	37	24.7
	18-24 months	16	10.7
	more than 24 months	65	43.3
	Total	150	100.0

Source: Primary data

6.1 CUSTOMER SATISFACTION IN ONLINE SHOPPING IN SURAT CITY

To know the satisfaction level of customers', hypothesis is framed and normality of the data is tested.

H₀: There is no significant difference in observed and expected frequency of customer satisfaction.

H₁: There is significant difference in observed and expected frequency of customer satisfaction.

Table 2: Normality test

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Average customer satisfaction	0.338	150	0.000	0.732	150	0.000

Source: SPSS

The output for two different normality test i.e. Kolmogorov-Smirnov and Shapiro Wilk test is presented in table 2. Looking to the statistics, probability values are less than 0.05 so the researcher concludes that data are not normally distributed. Thus, researcher has applied chi-square goodness-of-fit to find out satisfaction level of customers.

Table 3: Frequency distribution and chi-square test of customer satisfaction

Customer satisfaction	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Observed frequency	1	0	14	98	37	150
Percent (%)	0.67	0	9.33	65.33	24.67	100.0
Chi-square test statistics	147.867 (0.000)					

Source: SPSS

Value in () – indicates probability at 5% significance level.

INTERPRETATION

In table 3 amongst 150 respondents, majority i.e. 65.33% respondents agree and 24.67% strongly agree that they are satisfied with online shopping. Only 9.33% respondents are undecided about their level of satisfaction. The chi-square probability value is 0.000 which is less than the significance level of 0.05. Thus, the researcher rejects the null hypothesis and concludes that there is significant difference in observed and expected frequency of customer satisfaction.

6.2 CUSTOMER LOYALTY IN ONLINE SHOPPING IN SURAT CITY

To know the customers' loyalty towards online shopping websites, hypothesis is framed and statistical technique of chi-square goodness-of-fit is used.

H_0 : There is no significant difference in observed and expected frequency of loyalty of customers towards online shopping in Surat City.

H_1 : There is significant difference in observed and expected frequency of loyalty of customers towards online shopping in Surat City.

Table 4: Frequency distribution and chi-square test for customer loyalty

Variables of customer loyalty		SD	D	N	A	SA	Total
Recommendation to others	Observed frequency	2	1	51	75	21	150
	%	1.3	0.7	34.0	50.0	14.0	100.0
	Chi-square test statistics	139.067 (0.000)					
Repurchase intention	Observed frequency	1	4	39	82	24	150
	%	0.7	2.7	26.0	54.7	16.0	100.0
	Chi-square test statistics	144.600 (0.000)					
Positive word-of-mouth	Observed frequency	2	3	56	67	22	150
	%	1.3	2.0	37.3	44.7	14.7	100.0
	Chi-square test statistics	120.733 (0.000)					
Priority website to	Observed frequency	2	8	63	61	16	150
	%	1.3	5.3	42.0	40.7	10.7	100.0
	Chi-square test statistics	117.133 (0.000)					
Frequency of buying	Observed frequency	5	7	73	51	14	150
	%	3.3	4.7	48.7	34.0	9.3	100.0
	Chi-square test statistics	123.333 (0.000)					
Price sensitivity	Observed frequency	35	43	63	7	2	150
	%	23.3	28.7	42.0	4.7	1.3	100.0
	Chi-square test statistics	86.533 (0.000)					

Source: SPSS

Interpretation: Table 4 reveals that for the statements asked on following variables of customer loyalty recommendation to others, repurchase intention and positive word-of-mouth majority of customers' i.e. 50%, 54.7% and 44.7% customers agree that they will stay loyal to the e-stores. Whereas for the variables viz., priority, frequency of buying and price sensitivity majority of customers' i.e. 42.0%, 48.7% and 42.0% are undecided about their loyalty towards online stores.

Moreover, the probability value for all the different variables considered for measurement of customer loyalty is 0.000 which is less than significance level of 5%. This states that there is significant difference in observed and expected frequency of loyalty of customers towards online shopping in Surat City.

6.3 ASSOCIATION BETWEEN CUSTOMER SATISFACTION AND CUSTOMER LOYALTY IN ONLINE SHOPPING

To trace the association between customer satisfaction and customer loyalty in online shopping the hypothesis is framed and tested using chi-square test of independence or relatedness.

H₀: There is no association between customer satisfaction and customer loyalty in online shopping in Surat City.

H₁: There is an association between customer satisfaction and customer loyalty in online shopping in Surat City.

Table 5: Cross tabulation between customer satisfaction and customer loyalty

			Average customer loyalty					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Customer satisfaction	Strongly disagree	Frequency	1	0	0	0	0	1
		%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Neutral	Frequency	0	1	10	3	0	14
		%	0.0%	7.1 %	71.4%	21.4%	0.0%	100.0%
	Agree	Frequency	0	0	19	77	2	98
		%	0.0%	0.0%	19.4%	78.6%	2.0%	100.0%
	Strongly agree	Frequency	0	0	2	21	14	37
		%	0.0%	0.0%	5.4%	56.8%	37.8%	100.0%
Total		Frequency	1	1	31	101	16	150
		%	0.7%	0.7%	20.7%	67.3%	10.7%	100.0%

Source: SPSS

It can be seen in table 5 that amongst the 98 satisfied customers, majority i.e. 78.6% customers agree that they will remain loyal to the online shopping store and 19.4% customers are neutral about their loyalty. Out of total 37 highly satisfied customers, 56.8% agree and 37.8% strongly agree that they will stay loyal to the websites they are satisfied with.

Table 6: Chi-square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	222.176	12	0.000

Source: SPSS

In table 6, the probability value of chi-square test is 0.000 which is less than the significance level of 5%. Thus, the null hypothesis is rejected and the researcher interprets that there is an association between customer satisfaction and customer loyalty in online shopping in Surat City.

7. FINDINGS AND CONCLUSION

The results of the study reveals that majority of the online shopping customers' of Surat City are satisfied with the online stores they shop from. Moreover, majority of customers also agree that they will stay loyal towards the e-store and will recommend it to their friends and relatives, also they agreed to repurchase from it in future and will spread positive words about it to others. But in case of increase in prices still they are unsure about their loyalty towards the online store. It can also be concluded from the findings that majority of customers who are satisfied are agreeing to stay loyal towards the online store they prefer to make purchase. Thus, it can be said that e-retailers need to create a satisfied customer base so as to retain them for long run.

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SIGNIFICANCE OF META ANALYSIS REGARDING RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

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ABSTRACT

Job Satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous Psychosocial issues - the changing world of work organizational factors ranging from leadership to job design. Job Performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology (the branch of psychology that deals with the workplace), also forms a part of Human Resources Management. Performance is an important criterion for organizational outcomes and success. The study examined the relationship between Job Satisfaction and Job Performance by using Meta Analysis. The data (k=39) was analyzed by using Hunter, Schmidt and Jackson formulas (HSJ, 1982) of Meta Analysis. The proposed study suggests a positive significant correlation (.28) between Job Satisfaction and Job Performance and to obtain a valid Estimate of Mean Correlation and True Variance, we must correct Correlation Coefficients for the Measurement Error.

Keywords: Job Satisfaction, Job Performance, Meta Analysis, Business Environment

INTRODUCTION

The quality and quantity of Work Performance has been the prime issue for the Behavioural Scientists. Relationship between Job Satisfaction and Job Performance has been the subject of much speculation in complex, competitive business environment. It has been realized that desired output can't be attained if the people are not satisfied with the work entrusted to them. An Old Maxim in American Context by (Fritzsche & Parrish, 2005) is "A Happy Worker is a Productive Worker", Thus Every Organization tries to satisfy their workforce to get maximum output. A number of studies have been conducted in the area of organization behavior and Human Resource Management to study Job Satisfaction and Job Performance Relationship over the years. Most of the studies reported Positive Relationship, but some studies revealed Contradictory Results. Meta Analysis is being utilized to generalize the relationship between one or more variables (i.e. Job Satisfaction and Job Performance) and it can bring out the direction of relationship between two variables, also it can confirm or disconfirm whether theoretically expected relationship holds good.

JOB SATISFACTION AND JOB PERFORMANCE

Job Satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job an effective reaction to one's job attitude towards one's job. Job Satisfaction is usually linked with motivation, or internal state or it could be associated with a personal feeling of achievement either in quantitative or qualitative form.

Researchers in the area of organization behavior have conceived Job Performance as an outcome of both Macro and Micro Organization system. Industrial Psychologists use the term Employees Productivity in relation to Job Performance .Therefore Job Performance can be in objective or subjective form. Job Performance refers to degree of accomplishment of tasks that make up an individual's job. Conventional wisdom says that Job Satisfaction should be related to Job Performance. Many a work satisfaction theories have tried to explain Job Satisfaction such as Maslow's (1943) Hierarchy of Needs, Herzberg's(1968) Two-Factor (Motivator-Hygiene) Theory, Adam's(1965) Equity Theory, Porter & Lawler's (1968) Modified Version of Vroom's (1964) VIE Model, Locke's (1969) Discrepancy Theory. Schwab and Cummings (1970) and Nord (1976) provided their viewpoints on Satisfaction Performance Relationship:

- Satisfaction causes Performance ($s \rightarrow p$)
- Performance causes Satisfaction ($p \rightarrow s$)
- The satisfaction- performance relationship is moderated by a number of the other variables.

META ANALYSIS STUDIES

Vroom (1964) reviewed 20 studies pertaining on the Job Satisfaction and Job Performance Relationship, found Correlations ranging from -.31 to .86 & concluded relatively Low Correlation. Petty et. al. (1984) provided Meta Analysis of relationship between Job Satisfaction and Job Performance, reported Mean Corrected Correlation of .31 between the constructs. Laffaldano & Muchinsky (1985) conducted Meta Analysis of Job

Satisfaction and Job Performance and concluded an Average True Score Correlation of .17 between Job Satisfaction and Job Performance, Organ (1988), Carsten & Specter (1987), Doll & Gunderson (1969), Sheridan & Slocum (1975) and Tharenou & Harker (1982) also supported Weak Correlation between Job Satisfaction and Job Performance relationship.

Judge et.al.(2001) analyzed the relationship between Individual Job Satisfaction and Individual Performance, by using the Meta Analysis techniques of Hunter, Schmidt, and Jackson (1982). Higher and More Consistent Correlations between Overall Job Satisfaction and Performance were indicated than those previously reported. Caldwell and O'Reilly (1990) provided indirect evidence that Job Performance can lead to Job Satisfaction. They showed that matching Employees Abilities to Job Requirement enhance Job Performance.

Wright, Thomas A. and Others (2013) revealed Psychological Well Being (PWB) moderates the relation between Job Satisfaction and Job Performance. Ng, Thomas W. H., Sorensen, Kelly L. and Yim, Frederick H. K. (2011) examined and found Culture moderates the relationship between Job Satisfaction and Job Performance. Ziegler, R., Hagen, B. and Diehl, M. (2012) Studied that job Ambivalence moderate the relationship between Job Satisfaction and Job Performance.

OBJECTIVES OF THE STUDY

The reliability and validity of the results of Individual Studies continues to be doubtful creating confusions in the mind of Researchers. Several studies have been conducted on Job Satisfaction and Job Performance Relationship. There are conflicting view points on the relationship between Job Satisfaction and Job Performance relationship. So to give a clear direction to Theories and Practices, it becomes necessary to integrate the findings of different studies by using a New Statistical Tool called Meta Analysis. The specific objective of the proposed study is to synthesize the results of different studies and to find out whether there is a relationship between Job Satisfaction and Job Performance by using HSJ (1982) Procedure of Meta Analysis.

RESEARCH METHODOLOGY

Meta Analysis is a set of Statistical Procedures designed to accumulate Experimental and Correlation results across independent studies that address a related set of research questions. (Glass, 1976) has defined "*Meta Analysis refers to the analysis of analysis...the statistical analysis of a large collection of analysis results from individual studies for the purpose of integrating the findings. It connotes a rigorous alternative to the casual, sense of the rapidly expanding Research Literature*". Meta Analysis is a Statistical Technique that can be used to cumulate Research Findings across studies (Hunter, Schmidt & Jackson, 1982) HSJ (1982) Procedure of Meta Analysis, where Weighted Individual Correlation corrected from Measurement Error has been used to arrive at Mean Correlation(\bar{r}). Thus, Results from Larger Samples are given Larger Weights because they are considered to be more reliable Estimates of the Population Parameters. After computing the Weighted Mean, Sampling Error Variance(σ_e^2), Observed Error Variance(σ_r^2) is computed and True Variance (σ_p^2) across studies can be obtained by deducting the Sampling Error Variance from the Observed Error Variance i.e. $\sigma_p^2 = \sigma_r^2 - \sigma_e^2$.

SAMPLE SIZE

Correlation Coefficients of 39 studies (k=39) showing relationship between Job Satisfaction and Job Performance have been taken. For a Complete Meta Analysis of Sampling Error, Measurement Error & Restriction of Range, Correlation between Satisfaction and Performance, the reliabilities of Satisfaction and Performance, are required (Petty, 1984).

RESULTS AND DISCUSSION

Generally, we make an Imperfect Measurement of Qualitative Variables such as Job Satisfaction, Intelligence etc. so the Observed Correlation must be corrected for the effects of Measurement Error before computing Mean Correlation & True Variance (Davar'2004). Table 1 shows Mean Correlation 0.23726 (When Sample Correlations were not corrected for Measurement Error) and Mean Correlation 0.284 (When Sample Correlations were corrected for Measurement Error). From the above analysis, we can say that despite being Independent Construct Variables, there exist a Positive Correlation between Two Postulates (Job Satisfaction, Job Performance) and Mean Correlation obtained after correcting Sample Correlations for Measurement Error gives Elevated Results. Therefore in order to obtain true picture we must correct Correlation Values for Measurement Error as suggested by HSJ (1982) Procedure.

Table 1

Mean Correlation (Uncorrected)	.23726
Mean Correlation (Measurement Corrected)	.284
Estimate of True Variance (Measurement Corrected)	
Observed Variance (σ^2_r)	.04742
Sampling Error Variance (σ^2_e)	.0044
True Variance (σ^2_p)	.04302

RESULTS OF META OF META ANALYSIS USING HSJ (1982) FORMULAS (K= 39)

Zero Value of True Variance indicates that the Variance in Population Correlation Coefficients across Studies is not significant. Contrary wise, a Substantial Value of True Variance indicates that the Correlation Coefficients do vary across the studies. Above Table revealed a Non Zero Value of True Variance (.04302) which is obtained by deducting the Sampling Error Variance (.0044) from the Observed Error Variance (.04742). It suggests that Extraneous/Moderator Factors (i.e. Citizenship, Races, and Occupation etc.) influence the Job Satisfaction and Job Performance Relationship.

CONCLUSION

There are a number of Limitations of Meta Analysis e.g. Publication Biasness and Meta Analysis Procedure has its own Mathematical and Statistical Limitations. But, an adequate number of Studies used in this Meta Analysis do Warrant Reliable Conclusions about the Nature of Relationship between Job Satisfaction and Job Performance. The Results of Present Study indicate that Job Satisfaction and Job Performance are Positively Correlated. It means efforts to increase the Employees' Satisfaction could help Business Organizations in achieving High Performance. Hence Productivity and Profitability of the Business can be increased by improving Job Satisfaction. Results of Present Study revealed Correction of Individual Correlation Coefficient for Measurement Error improves Mean Correlation and Significant Value of True Variance which means Extraneous Factors could dilute the Job Satisfaction and Job Performance Relationship.

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ANNEXURE
General Characteristics of the Study (K=39)

S.No.	N	r	Sex	Citizenship	Inst. X	Inst. Y
1	323	0.126	Both	Foreign	Questionnaire	Questionnaire
2	323	0.252	Both	Foreign	Questionnaire	Questionnaire
3	87	0.26	Managers	Foreign	Questionnaire	Multi Trait Scale
4	123	0.42	Both	Foreign	Questionnaire	Multi Trait Scale
5	99	0.35	Men	Foreign	JSS	Two Dim. Scale
6	99	0.14	Men	Foreign	JSS	Two Dim. Scale
7	99	0.18	Men	Foreign	JSS	Two Dim. Scale
8	122	0.42	Men	Foreign	JSS	Sales
9	122	0.39	Men	Foreign	JSS	Sales
10	47	0.45	Men	Foreign	JSI	Ind. Rating
11	54	0.02	Men	Foreign	JSI	Ind. Rating
12	123	0.45	Salesmen	Foreign	JSS	Sales
13	38	0.3	Salesmen	Foreign	JSS	Sales
14	177	0.09	Managers	Foreign	JSS	Profits
15	86	0.43	Female	Foreign	JDI	Rating Scale
16	80	0.35	Both	Foreign	JSI	Questionnaire
17	444	0.15	Both	Foreign	JSS	Rating Scale
18	444	0.12	Both	Foreign	JDI	Rating Scale
19	444	0.03	Both	Foreign	JDI	Rating Scale
20	444	0.09	Both	Foreign	JDI	Rating Scale
21	104	0.35	Both	Foreign	JDS	Rating Scale
22	65	0.33	Both	Foreign	JSS	BARS
23	65	0.36	Both	Foreign	MSQ	BARS
24	65	0.38	Both	Foreign	MSQ	BARS
25	448	0.24	Both	Foreign	JSS	Rating Scale
26	550	0.24	Employees	Foreign	JSS	Rating Scale
27	550	0.14	Employees	Foreign	Self Ass.	Rating Scale
28	100	0.78	Both	Foreign	JSQ	Rating Scale
29	100	0.66	Both	Foreign	JSQ	Rating Scale
30	100	0.65	Both	Foreign	JSQ	Rating Scale
31	100	0.45	Both	Foreign	JSQ	Rating Scale
32	100	0.57	Both	Foreign	JSQ	Rating Scale
33	200	0.75	Both	Foreign	JSQ	Rating Scale
34	200	0.14	Both	Foreign	JSQ	Rating Scale
35	301	0.04	Unknown	Foreign	JSS	Rating Scale
36	60	0.19	Unknown	Indian	JSS	Rating Scale
37	200	0.11	Both	Indian	JSQ	Questionnaire
38	200	0.12	Both	Indian	JSQ	Questionnaire
39	200	0.45	Both	Indian	JSQ	Questionnaire

Note: (Inst. X) Instrument used for measuring Job Satisfaction, (Inst. Y) Instrument used for measuring Job Performance, (Two Dim. Scale) means Two Dimensional Scale, (JSS) means Job Satisfaction Scale, (JSI) means Job Satisfaction Index, (JDI) means Job Descriptive Index, (JSS) means Job Satisfaction Scale, (MSQ) means Minnesota Satisfaction Questionnaire, (BARS) means Behavioural Anchored Rating Scheme, (JSQ) means Job Satisfaction Questionnaire.

INVESTMENT IN OIL & GAS STOCKS IN BSE: A PERFORMANCE ANALYSIS

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ABSTRACT

Every investor's ultimate goal is to get high return on investment, and investing in the stock market is always a better option to achieve that. It is equally true that the stock market though deals with high return, it also involves high risk. Investors must be careful while investing in stock market because a wrong decision can spoil everything. The decision becomes fatal if the investors fail to select the appropriate stock. Many a times the investors make a wrong decision due to the lack of proper knowledge, information and analysis of the investment. The investor should find out the investment worth of the targeted stock before the money is actually put. A detailed analysis may help the investors by reaching into a rational conclusion to optimise the gain or at least reducing the chance of losing money. Information relating to the company's performance in the context of the risk and return factors are available but it is extremely difficult to analyse those to reach at a conclusion regarding the right choice. This study attempts to help that cause. It takes the route of Fundamental Analysis which has a micro level focus on twelve identified stocks of the Indian oil & gas sector based on six different parameters comparing the performances during last five years. It attempts to arrive at a rational solution of investment ranking after giving equal importance to all these parameters. It is expected that the study may solve some of the major concerns of investment.

Keywords: oil and gas, Return on equity, Return on Assets, Market capitalisation, PE Ratio, Dividend payout, Beta.

INTRODUCTION

THE BOMBAY STOCK EXCHANGE

Established in 1875, Bombay Stock Exchange (BSE) is Asia's first stock exchange. Over the past 141 years, BSE has facilitated the growth of the Indian corporate sector by providing with an efficient capital-raising platform. More than 5500 companies are listed on BSE making it world's No. 1 exchange in terms of listed members. The companies listed on BSE have a total market capitalisation of more than Rupees 100 Trillion as of 2017. The S&P BSE SENSEX (S&P Bombay Stock Exchange Sensitive Index) also called as the BSE 30 or simply the SENSEX is India's most widely tracked stock market benchmark index. It is a free-float market-weighted stock market index of 30 well-established and financially sound companies listed in Bombay Stock Exchange. These companies are from varied sectors like Finance, FMCG, Transport Equipments, Healthcare, Information Technology, Capital Goods, Metal, Metal Products and Mining, Oil and gas, Power, Telecom, etc. The exchange is operated through a unique computer system known as the "BSE on Line Trading System" or BOLT. The exchange has also received ISO 9001:2000 certification in the areas of surveillance and clearing /settlement functions.

THE OIL AND GAS INDUSTRY

Oil and gas industry is a large and multifaceted sector that divided into certain segments and it includes the global processes of exploration, extraction, refining, transporting and marketing.

Upstream: The upstream segment of the oil and gas business is also known as the exploration and production (E&P) sector because it encompasses activities related to searching for recovering and producing crude oil and natural gas. The upstream oil and gas segment is all about wells; where to locate them; how deep and how far to drill them; and how to design, construct, operate and manage them to deliver the greatest possible return on investment with the lightest, safest and smallest operational footprint.

a) Exploration: It involves obtaining a lease and permission to drill from the owners of onshore or offshore acreage thought to contain oil or gas and conducting necessary geological and geophysical (G&G) surveys required to explore for economic accumulations of oil or gas.

b) Drilling: There is always uncertainty in the geological and geophysical survey results. The only way to be sure that a prospect is favourable is to drill an exploratory well. Drilling is physically creating the "borehole" in the ground that will eventually become an oil or gas well. This work is done by rig contractors and service companies in the oilfield services business sector.

c) Production: Production activities maximise recovery of petroleum from subsurface reservoirs. These include recovering the oil or gas efficiently in a producing filed using primary, secondary and tertiary or enhanced oil recovery.

Downstream: Processing, transporting and selling refined products made from crude oil are the business of the downstream segment of the oil and gas industry. Key downstream business sectors include oil refining, supply and trading and product marketing and retail.

The downstream industry provides thousands of products to end-user customers around the globe. Many products are familiar such as gasoline, diesel, jet fuel, heating oil and asphalt for roads. Others are not as familiar such as lubricants, synthetic rubber, plastics, fertilisers and pesticides. The downstream segment is a margin business. Margin is defined as the difference between the price realised for the products produced from the crude oil and the cost of the crude delivered to the refinery.

The scenario: During the fifty years since Independence, India has witnessed a significant growth in the refining facilities and increase in the number of refineries from one to seventeen now. There has been an increase in the refining capacity from 0.25 tons MMTpa to about 103 MMTpa. The Government has announced that investments in the refining sector will be encouraged by providing reasonable tariff protection and making marketing rights for transportation fuels. As oil and gas sector in India is growing at a faster rate, the investors are keen to invest in the stocks of oil and gas sector of Indian stock market. Simultaneously, the investors should also know the risk factors of the oil and gas stocks in which they are investing. It is also important to know the issues and challenges for the industry.

Potential risks: The oil and gas industry is a quite complex industry and it is essential to know for both investors and analysts the risks industry faces. The following risks influence the sustainability and the valuation of the companies in a great extent:

a) Political Risk: It refers to the uncertainties which are created not only by the government and political forces but also by minority groups and separatists movements. Political risk includes expropriation, civil unrest, war, terrorism and not honouring of sovereign financial obligations, resource nationalisation etc.

b) Geological Risk: Nowadays many of easy-to-get oil and gas reserves has been depleted and consequently many exploration activities has moved to the most difficult exploration regions with less friendly environment. Geological risk not only assumes the difficult exploration in harsh environment but also capture an assumption on assessable reserves that might turned up to be less efficient with small deposit in it. As the production moves on to more and more "Difficult" resource deposits, the pace of technological progress is of great importance for overall oil and gas industry sustainability since it needs to maintain the production level.

c) Price Risk: The price of oil and gas is considered primary factor in decision on economic feasibility of the available reserve. Because due to the price volatility in the market some projects cannot go further since it entails a greater risks for a business. Moreover, being a prime commodity in global economy, fluctuation in the price of oil has significant effect not only on industry but also on economic growth and welfare around the world.

d) Supply & Demand Risk: Supply and demand risks said to be critical for the oil and gas industry. Since the global economy is highly dependent on oil and gas, the supply and demand issues often raise concerns over "peak production" especially for coming decades. The foremost reason is that making an accurate estimation about global oil reserves almost impossible and more contributive factor might be secrecy policy of many OPEC countries.

Issues and challenges: Followings are some key factors affecting the Indian oil and gas industry:

a) Dominated by state controlled enterprises: The sector is primarily dominated by state controlled enterprises with only a few foreign players. It brings in all the negative features of state governance mechanism.

b) Subsidies on oil and gas products: Eliminating subsidies on oil and gas products is proving to be a major challenge for the government due to political pressure. These subsidies have led to large scale under recoveries in the Indian oil and gas sector.

c) Environmental issues: Offshore mining of oil and gas and deep water exploration poses significant threats to the environment in terms of potential threats of water contamination. Further, particulate emissions of refineries and production plants could have an adverse impact on the environment as well.

d) Requirement of advanced technology for upstream segment: The industry faces a shortage of skilled labour for the mining of unconventional assets such as shale gas and Coal Bed Methane (CBM) which offer a huge potential in terms of ensuring sustainability.

REVIEW OF LITERATURE

Manning (1991)¹⁰ found a positive effect of oil price changes on oil corporations' stock returns. This effect is the largest for corporations purely engaged in oil exploration and production.

Kumar and Manmohan (1992)⁷ investigated the efficiency of the NYMEX futures market and the forecasting accuracy of crude oil futures prices. The results suggested that there was no systematic bias in crude oil futures prices.

Mudhaf et al. (1993)² examined the returns from twenty nine oil companies listed in the New York Stock Exchange. Their findings suggested a positive impact of oil price shocks on ex post returns for firms with significant assets in domestic oil production.

Serletis (1994)¹⁸ examined the common stochastic trends of three petroleum futures prices using daily data in Canada. The research revealed that all three prices were driven by only one common trend, suggesting that it was appropriate to model energy futures prices as a co-integrated system.

Mark, Olsen, and Mysen (1994)¹¹ asserted that the negative correlation between oil prices and real output had been accepted as an empirical fact.

Jones & Gautam Kaul (1996)⁶ showed that stock prices in US and Canadian stock market rationally reflect the impact of news on current and future cash flows and there were no evidences of overreaction.

Waff & Brailsford (1999)²² investigated the sensitivity of Australian equity returns to the oil price as a factor. They found significant positive oil price sensitivity of Australian oil and gas and diversified resources industries. In contrast, industries like paper and packaging, banks and transport appeared to demonstrate significant negative sensitivity to oil price hikes.

Sardosky (2001)¹⁶ used a multifactor market model to estimate the expected returns to Canadian oil and gas industry stock prices. Results showed that exchange rates, crude oil prices and interest rates each had large and significant impacts on stock price returns in the Canadian oil and gas industry.

Shawkat, Diboogl & Aleisa (2004)¹⁹ suggested that mixed oil price/equity index system offered more opportunities for long-run portfolio diversification and less market integration than the pure oil price systems.

Silverstovs et al. (2005)²⁰ investigated the degree of integration of natural gas markets and their relation to the oil price. They found a high level of natural gas market integration within Europe, between the European and Japanese markets as well as within the North American market. At the same time, the obtained results suggested that the European and the North American as well as the Japanese and North American markets were not integrated, confirming with the earlier studies that the gas markets were not integrated across continents.

Chen, Finney & Lai (2005)⁸ studied long term and short term relationship of spot markets of crude oil and refinery gasoline and their future markets. Evidence showed that the observed asymmetry in price transmission primarily occurred downstream – not upstream – of the transmission process. They found this evidence in short and long term adjustment and also across the spot and futures markets.

Malik & Hammoudeh (2005)⁹ examined the volatility and shock transmission mechanism among US equity, global crude oil market, and equity markets of Saudi Arabia, Kuwait, and Bahrain. Their results showed that in all cases, Gulf equity markets received volatility from the oil market but only in the case of Saudi Arabia, a significant volatility did spill over from the Saudi market to the oil market.

Narayan and Narayan (2007)¹³ examined the volatility of crude oil price using daily data from Australia by Exponential GARCH (EGARCH) model. They found that across the various sub-samples, there was inconsistent evidence of asymmetry and persistence of shocks. Evidence suggested that shocks had permanent and asymmetric effects on volatility and the behaviour of oil prices tend to change over short period of time.

Scholtens and Wang (2008)¹⁷ assessed the oil price sensitivities and oil risk premiums of oil and gas firms listed on the NYSE. They found that the returns of oil stocks were positively associated with the returns of the stock market and increase in spot crude oil prices but negatively with the firm's book-to-market ratio.

Boyer and Filion (2007)³ used a multifactor framework to analyse the determinants of Canadian oil and gas stock returns. They found a positive association between energy stock returns and appreciation of oil and gas prices, growth in internal cash flows and proven reserves but negative association with interest rates, weakening exchange rate of Canadian dollar against US dollar and the production volume.

Ewing & Thompson (2007) ⁴ examined the empirical relationship between oil prices and several key macroeconomic variables. In particular, they investigated the cyclical co-movements of crude oil prices with output, consumer prices, unemployment, and stock prices. Their results suggested that crude oil prices were pro-cyclical and lag industrial production.

Adam & Tweneboah (2008) ¹ studied the impact of oil price surge on the stock prices of Ghana and found a significant relationship with the stock index. Higher oil prices not only pushed inflation, it resulted in higher interest rates, dampened growth due to overall increase of cost of capital and affected the stock prices.

Maslyuk & Smyth (2009) ¹² studied co-integration between oil spot and future prices of the same and different grade in the presence of structural change. The results revealed that spot and future prices of the same grade as well as spot and future prices of different grades were co-integrated.

Ravichandran et al. (2010) ¹⁵ studied the impact of oil prices on GCC (Gulf Cooperation Council) stock market. The results confirmed that there was an influence of oil price change on GCC stock market returns in the long-term.

Negi, Chakraborty & Mathur (2011) ¹⁴ investigated the existence of long term relationships between oil prices and stock market prices of two big emerging economies in Asia viz., India and China. The results of the co-integration analysis found the existence long-run relationship between oil prices and stock market prices for both the countries.

Tandon, Ahuja & Tandon (2012) ²¹ established the effect of price movements in the futures market of Brent crude oil on the prices of shares of the companies involved in the exploration and extraction of oil and natural gas and was listed on Indian stock markets.

Ilori & Adeniyi (2012) ⁵ found in their study in Nigeria that growth in the oil sector is inversely related to that of the industrial sector.

By considering the oil & gas sector based on the above background, a genuine scope is visualised to identify the most preferred stock(s) in this sector which can optimise the investors' returns.

OBJECTIVES

The study will try to achieve the following aims:

- To study the oil and gas sector with reference to its historic trends during last five years.
- To undertake a comparative analysis involving major stocks of oil and gas sector based on the performance of the company and risk & return on investment factors to identify the optimum choice of stocks from the view point of an equity investor.

METHODOLOGY

- Keeping in view the objectives, the entire study is based upon Fundamental Analysis.
- Economic & Industry Analysis of the last five years starting from Financial Year 2011-12 to 2015-16 has been undertaken.
- Twelve stocks have been identified from the Indian oil & gas sector for the study.
- Six factors have been identified for the Company Analysis as the basis of comparison.
- All the stocks are ranked separately based on each factor and these ranking have been considered as ranking scores. All such six scores are added and then averaged for each company which ultimately has been considered as the final basis of comparison.

SOURCES OF DATA

Entire information is collected through secondary sources. Some of the sources of secondary data are:

- Information collected from various sites on internet.
- Articles from e-library and magazines.

SELECTION OF COMPANIES AND THE PARAMETERS FOR EVALUATION

To undertake the study twelve oil and gas stocks listed in Bombay Stock Exchange (BSE) have been considered. It includes both private and public sector companies and to provide a fair view to the study both upstream and downstream companies have been considered. The selected companies are as follows:

- | | | |
|------------------------|----------------|---------------------------------|
| 1) BPCL | 5) Gujarat Gas | 9) Oil India Limited |
| 2) Cairn India Limited | 6) HPCL | 10) ONGC |
| 3) Chennai petroleum | 7) IGL | 11) Petronet LNG |
| 4) GAIL | 8) IOCL | 12) Reliance Industries limited |

In order to have a complete performance evaluation, the following leading six factors have been identified:

- | | | |
|---------------------------|----------------------------|--------------------------|
| F-1. Return on Equity (%) | F-3. Market capitalisation | F-5. Dividend payout (%) |
| F-2. Return on Assets (%) | F-4. Price Earnings ratio | F-6. Beta |

The last parameter i.e., Beta is the risk factor while the rest are factors to measure return.

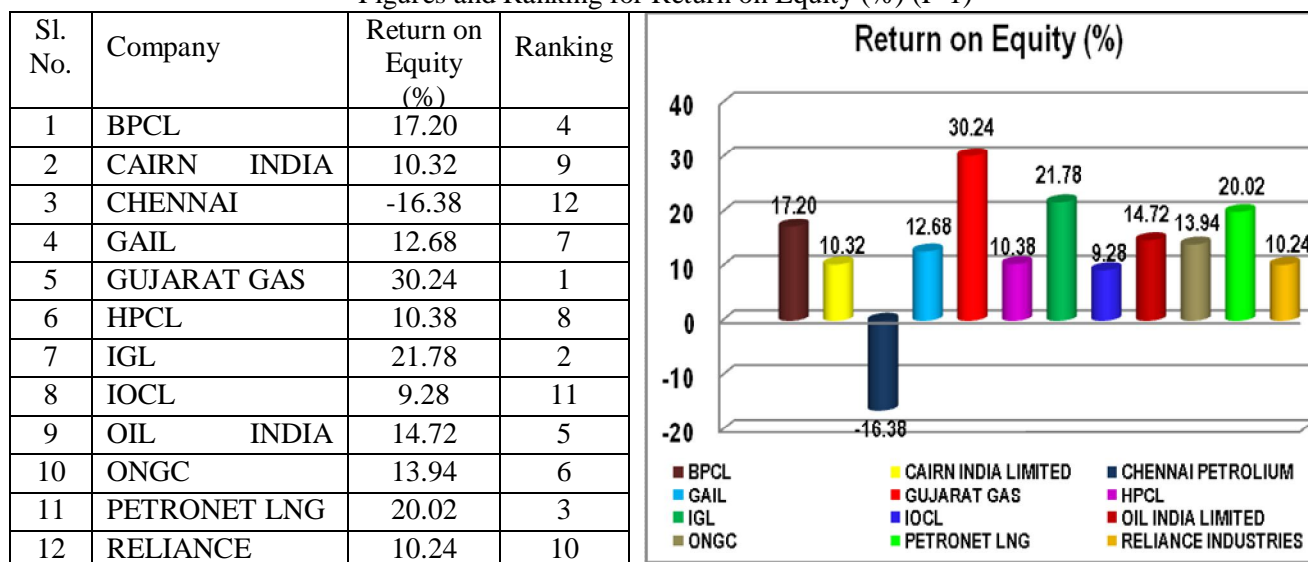
FINDINGS

Followings are the analysis to see how these companies have performed during last five years on the above mentioned six parameters of return and risk.

FACTOR 1: RETURN ON EQUITY (%) (F-1)

The return on equity or ROE measures the ability of a company to generate profits from its shareholders' investments in the company. ROE is also an indicator of how effective management is at using equity financing to fund operations and grow the company. Potential investors want to see how efficiently a company use their money to generate net income. Investors want a high return on equity % because this indicates that the company is using its investors' funds effectively. Higher percentage is better.

Figures and Ranking for Return on Equity (%) (F-1)

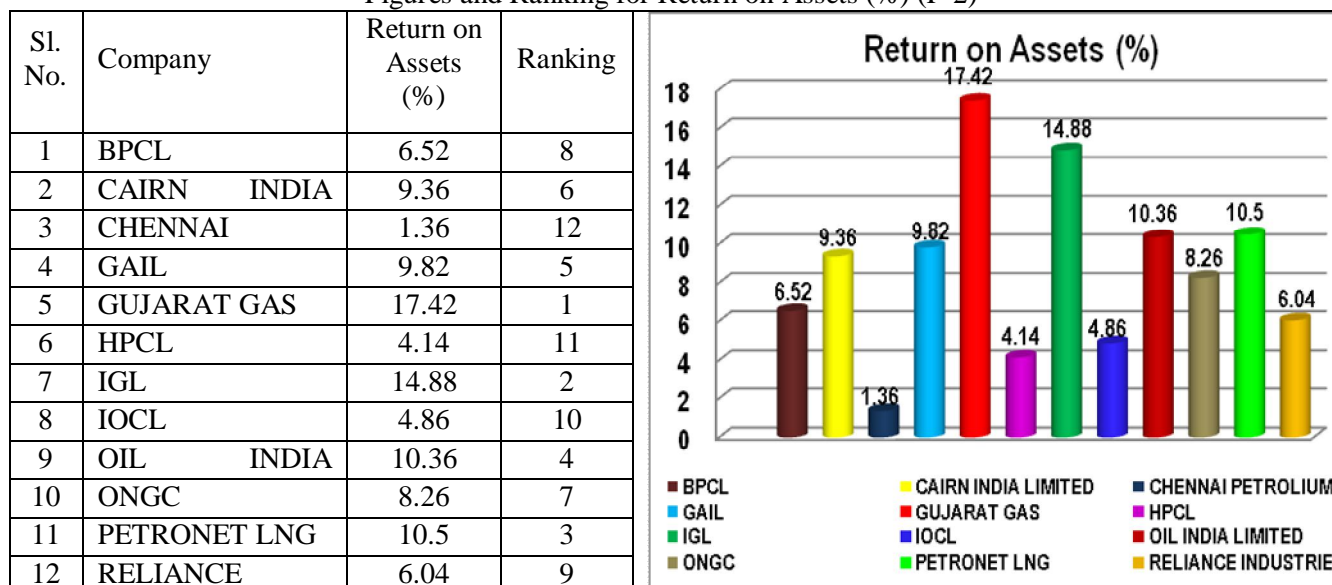


From the above figure we can interpret that most of the oil and gas companies are providing a return on equity between 10%-20%, whereas Chennai petroleum is providing negative return on equity. Gujarat Gas, IGL and Petronet LNG are providing ROE more than 20%.

FACTOR 2: RETURN ON ASSETS (%) (F-2)

The return on assets or ROA measures how efficiently a company has managed its assets to produce profits during a period. A higher ratio is more favorable to investors because it shows that the company is more effectively managing its assets to produce greater amounts of net income. In short, this ratio measures how profitable a company's assets are.

Figures and Ranking for Return on Assets (%) (F-2)

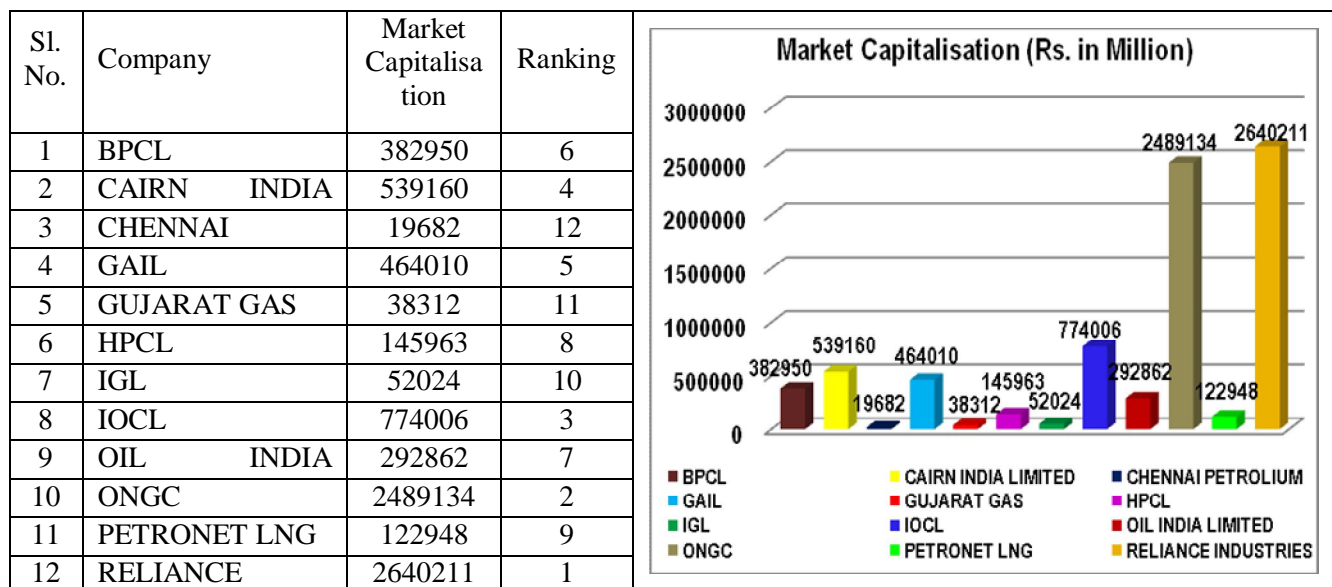


The above graph shows that Gujarat gas, IGL, Petronet LNG and Oil India limited are providing high Return on Assets, i.e. more than 10% as compared to their peer companies.

FACTOR 3: MARKET CAPITALISATION (F-3)

Market capitalisation (market cap) is the total market value of company's outstanding shares. It is equal to the product of share price and the number of shares outstanding. The investors' community uses this figure to determine a company's size. The stocks of large, medium and small companies are referred to as large-cap, mid-cap, and small-cap respectively.

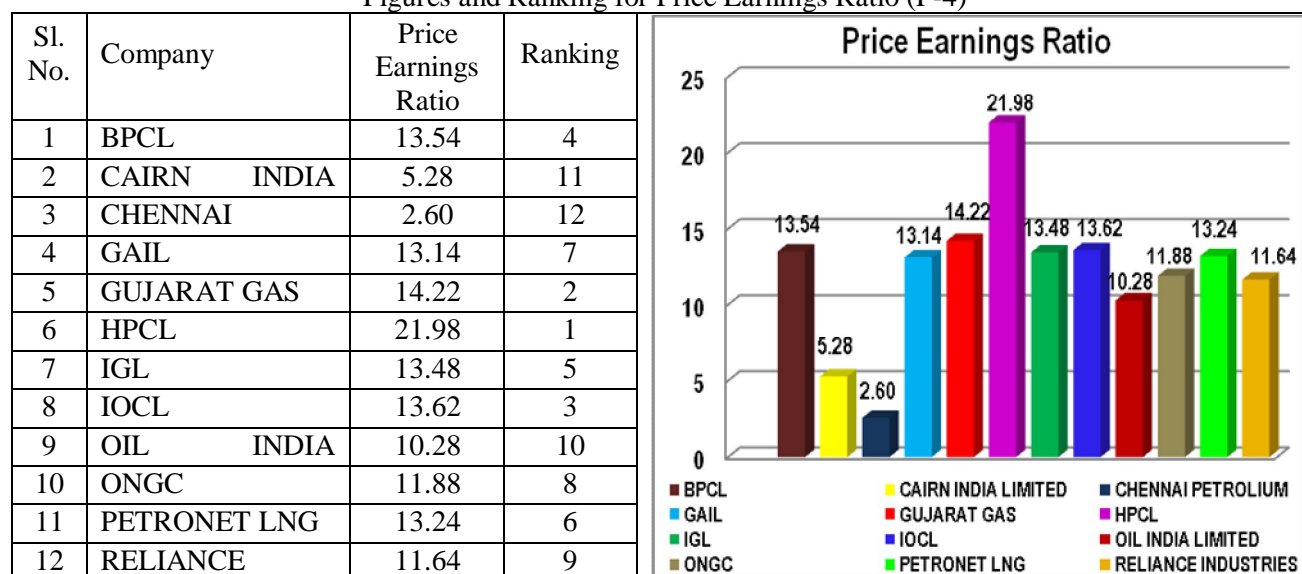
Figures and Ranking for Market Capitalisation (Rs. In Million) (F-3)



The above graph shows that there are only three large cap companies which are limited to Reliance Industries limited, ONGC and IOCL where as the rest others are mid cap and small cap companies.

FACTOR 4: PRICE EARNINGS RATIO (F-4)

Figures and Ranking for Price Earnings Ratio (F-4)



The price earnings ratio, often called the P/E ratio calculates the market value of a stock relative to its earnings by comparing the market price per share and the earnings per share. In other words, the price earnings ratio shows what the market is willing to pay for a stock based on its current earnings. Investors often use this ratio to evaluate what a stock's fair market value should be by predicting future earnings per share. In general a higher ratio means that investors anticipate higher performance and growth in the future.

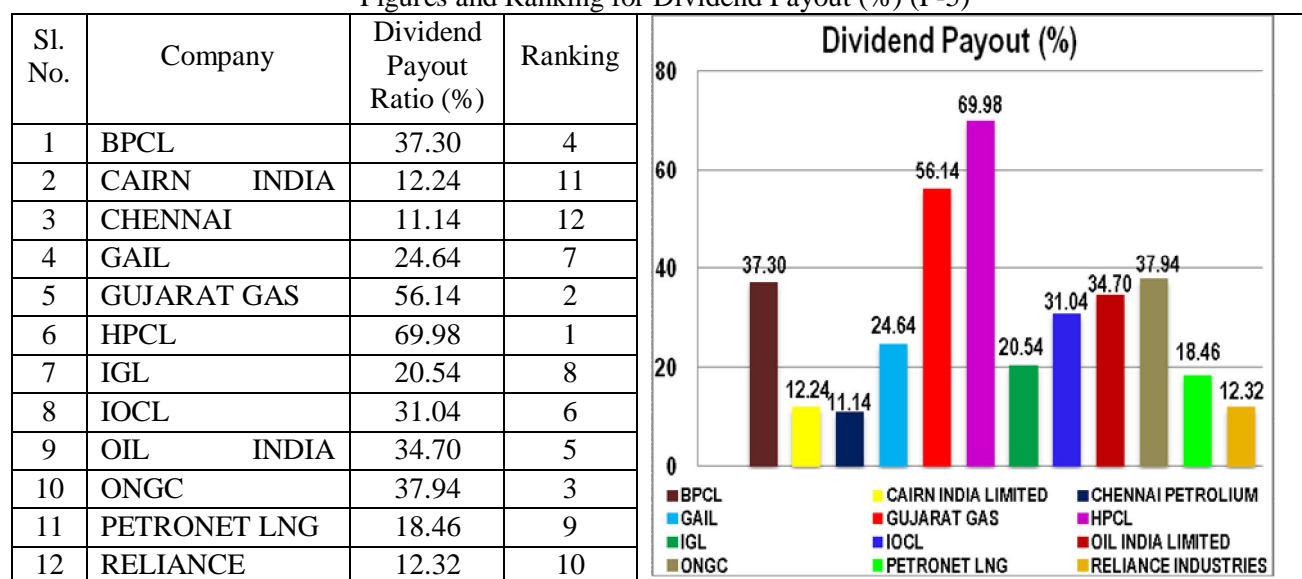
The above graph shows that most of the oil and gas companies have shown higher price earnings ratio except Cairn India Limited and Chennai Petroleum. It's much lower than the other selected companies at 5.28 and 2.6 for Cairn India Limited and Chennai Petroleum respectively. HPCL has the highest price earnings ratio among the all selected companies.

FACTOR 5: DIVIDEND PAYOUT (%) (F-5)

The dividend payout measures the percentage of net income that is distributed to shareholders in the form of dividends during the year. In other words, this ratio shows the portion of profits the company decides to keep funding operations and the portion of profits that is given to its shareholders.

Investors are particularly interested in the dividend payout because they want to know if companies are paying out a reasonable portion of net income to investors. Generally, more mature and stable companies tend to have a higher ratio than newer startup companies.

Figures and Ranking for Dividend Payout (%) (F-5)

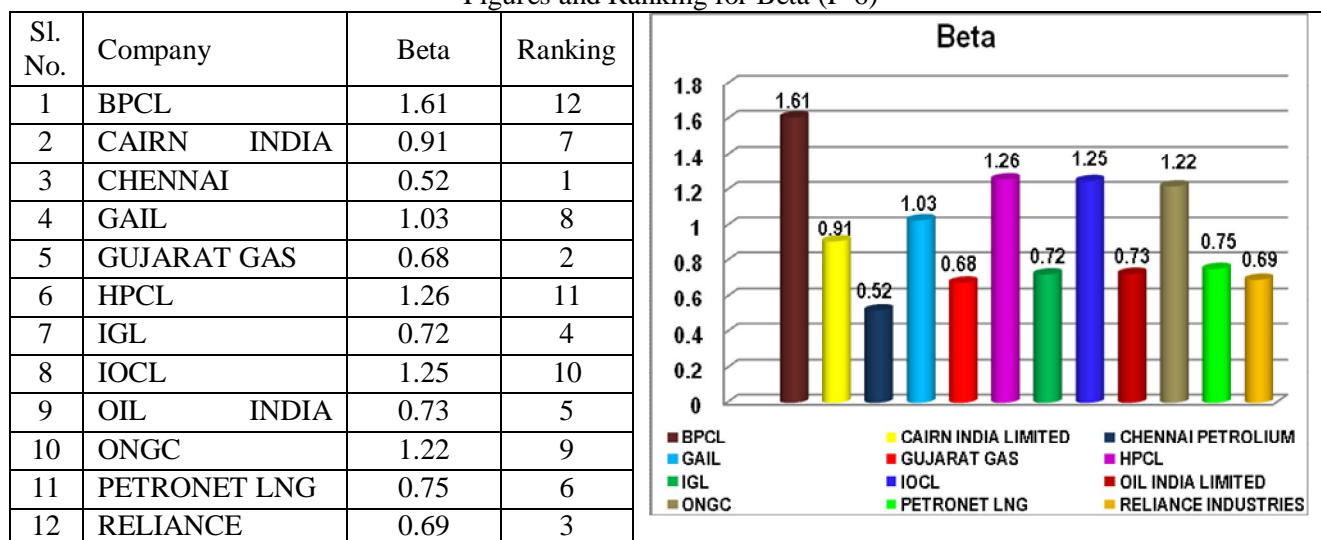


From the above figure it can be clearly observed that the leading companies like HPCL, Gujarat Gas, BPCL, ONGC & Oil India Limited have shown higher Dividend payout ratio than other companies & it depicts that these all are stable companies.

FACTOR 6: BETA COEFFICIENT (F-6)

Beta, also known as “Beta coefficient” is a measure of the volatility or systematic risk of a security or a portfolio in comparison to the market as a whole. A security's beta is calculated by dividing the covariance the security's returns and the benchmark's returns by the variance of the benchmark's returns over a specified period. A beta value of 1 indicates that the security's price moves with the market. A beta value less than 1 means that the security is theoretically less volatile than the market. A beta value greater than 1 indicates that the security's price is theoretically more volatile than the market. Negative beta value is also possible for stocks that tend to go down when the market goes up and vice versa.

Figures and Ranking for Beta (F-6)



The above graph clearly depicts that five leading public sector companies are having beta coefficient greater than 1, these are BPCL, HPCL, GAIL, IOCL & ONGC and the beta coefficient of other stocks are lying between the range of 0.5-1.0 which indicates lower volatility than the market.

CONSOLIDATED IMPACT

The next stage of analysis is to find out the consolidated impact of all these six factors together. Following table shows the calculations:

CONSOLIDATED RANKING (COMPANY WISE)

NO	NAME	RANKING SCORE (1-12)						TR S	ARS	FINA L
		F-1	F-2	F-3	F-4	F5	F-6			
1	BPCL	4	8	6	4	4	12	38	6.33	6
2	CAIRN INDIA	9	6	4	11	11	7	48	8.00	11
3	CHENNAI	12	12	12	12	12	1	61	10.1	12
4	GAIL	7	5	5	7	7	8	39	6.50	7
5	GUJARAT GAS	1	1	11	2	2	2	19	3.17	1
6	HPCL	8	11	8	1	1	11	40	6.67	8
7	IGL	2	2	10	5	8	4	31	5.17	2
8	IOCL	11	10	3	3	6	10	43	7.17	10
9	OIL INDIA LIMITED	5	4	7	10	5	5	36	6.00	4
10	ONGC	6	7	2	8	3	9	35	5.83	3
11	PETRONET LNG	3	3	9	6	9	6	36	6.00	4
12	RELIANCE	10	9	1	9	10	3	42	7.00	9

Return on Equity (%) (F-1)

Return on Assets (%) (F-2)

Market capitalisation (F-3)

Price Earnings ratio (F-4)

Dividend payout (%) (F-5)

Beta (F-6)

$$TRS = \sum F-1 \dots F-6 \text{ and } ARS = TRS \div 6$$

All the twelve stocks are already ranked based on each factor independently. The ranking positions are considered as ranking score of the company in that factor. Hence, it is obvious that a lower score is a better position. If there is tie rank, the average is considered as the score of each of the companies. All the companies, thus have six ranking scores (F-1 to F-6) which are summed and Total Ranking Score (TRS) is worked out. TRS is then divided by six (a total of six factors are considered) to get the Average Ranking Score (ARS). The degree of choice of a stock for investment consideration is ultimately based on the Final Rank which is derived by taking the ARS in ascending order.

From the above table it can be interpreted that almost all the familiar names like Gujarat Gas, IGL, ONGC Oil India Limited, BPCL & GAIL are placed in the top and it is found that the best ARS is recorded for Gujarat Gas, i.e., 3.50 so it is placed in rank 1 and the poorest ARS is recorded for Chennai Petroleum which is ranked as 12. It can provide relevant information and knowledge to the investor while they are taking decision to invest in the oil and gas stocks. The following table shows a clear view of leading stocks which are arranged as per the sorted order based on the final rank. From this, investors may easily select the stocks for investment when they focus on the oil & gas sector stocks.

CONSOLIDATED RANKING (FINAL RANK WISE)

NO	NAME	RANKING SCORE (1-12)						TRS	ARS	FINAL RANK
		F-1	F-2	F-3	F-4	F5	F-6			
1	GUJARAT GAS	1	1	11	2	2	2	19	3.17	1
2	IGL	2	2	10	5	8	4	31	5.17	2
3	ONGC	6	7	2	8	3	9	35	5.83	3
4	OIL INDIA LIMITED	5	4	7	10	5	5	36	6.00	4
5	PETRONET LNG	3	3	9	6	9	6	36	6.00	4
6	BPCL	4	8	6	4	4	12	38	6.33	6
7	GAIL	7	5	5	7	7	8	39	6.50	7
8	HPCL	8	11	8	1	1	11	40	6.67	8
9	RELIANCE	10	9	1	9	10	3	42	7.00	9
10	IOCL	11	10	3	3	6	10	43	7.17	10
11	CAIRN INDIA LIMITED	9	6	4	11	11	7	48	8.00	11
12	CHENNAI PETROLIUM	12	12	12	12	12	1	61	10.17	12

From the above table we can observe that the best ARS recorded is 3.17 for Gujarat Gas and while the logical minimum possible value is 1. It shows the high level of consistency in all the parameters. The lowest score is recorded as 10.17 of Chennai Petroleum while the logical maximum possible value is 12.

CONCLUSION

Based on this study it may be concluded which are the better stocks to invest in oil and gas companies based on the selected six parameters. From the final rank table it can be clearly observed that most of the familiar names are placed at the top like Gujarat Gas, IGL, ONGC, Oil India Limited, Petronet LNG, BPCL, HPCL, GAIL. It shows that the Indian oil and gas sector is highly dominated and dependent on public sector companies than private sector companies. Reliance industries has shown the highest market capitalisation and it is less volatile in the market but it could not maintain a good record in all the parameters so it could not place itself in top 5 companies. Market capitalisation of Gujarat Gas and IGL is less as compared to other companies but both have maintained consistency in other parameters and so, both are placed in top two positions. It is expected that the above detailed analysis may act as a potential guide in selecting the investment destination.

Every research has its own limitations. This study is also limited to time, selected number of companies and certain specific parameters. It is still expected to fulfill the basic objectives of the study to a large extent.

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SUSTAINABILITY: PROFITABLE TOOL OF BRANDING

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ABSTRACT

Sustainability is conceptualized against three pillars of environmental protection, social responsibility and economic development representing planet, people and profit. However, the concept of sustainability as per the private sector is still narrow which interprets it as environmental stewardship rather than a model for improvement in terms of alignment with its stakeholders and benefits to the organization. Nowadays products are rarely technical different therefore branding becomes a key differentiator. Thus the limited understanding about sustainability as the tool for branding need to have a new framework.

This paper focuses on the benefits of sustainability resulting into enhanced brand value. The primary objective of this paper is to investigate the role of sustainability on the brand value of organization. The paper is divided into three sections. First section is related with conceptual part of the subject. Second section showcases various companies using sustainability as a tool for improving their brand value and third section deals with the study of sustainability and its relation with branding.

Keywords: Sustainability, Environmental, Social, Economic Branding, Profitability.

SECTION I

1.1 INTRODUCTION

Sustainability topic have been occupying attention of policy makers for few decades. Sustainable strategy demands holistic transformation of business model and synergetic approach. It is also undeniable that sustainability is a new way of doing business. Today brands are powerful instruments of change. They are tightly connected with consumers all over the world and profoundly incorporated into their everyday life and choices they made consumers indicate which brands they love and strongly advocate the ideas that are embedded in their philosophy and image. Environmentally friendly brands are inevitable elements of sustainable marketing strategy and sustainability concept, given that its implementation requires change that will trigger mass rather than individuals. However, regardless of positive opinion about socially responsible practice on the market, attitude- behavior gap is widely present among consumers, making segment of green consumers just a market niche, Thus the most challenging task for marketing and brand managers is to find interest for consumers in a sustainable way of life and to make it easy accessible and attractive for them.

Branding area through which companies achieve the highest level of interaction with consumers and as a central element of a supplier's proposition, has arisen as the most influential part of sustainable marketing strategy. Loyal consumers are the driving force of brands as an asset, so they can also be a trigger for enlarging a group of environmentally conscious consumers, who are willing to adopt and advocate philosophy of the favorite brands. Accordingly the goal of this paper is to provide an insight into sustainable branding, highlight its importance and role in strengthening brand value.

1.2 LITERATURE REVIEW

Sustainability

The term "Sustainability" was first used by the World Council of Churches in 1974 in response to environmental challenges presented by growth and related social implications, including poverty. The discussion attempted to reconcile perceived conflicts between the environmental, economic growth, and social justice (Dresner, 2002). The term was formally introduced by the International Union for Conservation of Nature and Natural Resources in 1980 as a construct for addressing environmental, economic, and social issues, and was defined as "the integration of conservation and development to ensure that modifications to the planet to indeed secure the survival and well-being of all people". (World Commission on Environment and Development, 1987, p. 43).

Work within the private sector has demonstrated little evidence in understanding, valuing or using Sustainability as a model for creating long-term organizational success. "In the private sector, Sustainability is still often narrowly interpreted as environmental stewardship. Recently, Sustainability has evolved to add economic and social responsibility as critical components of successful sustainable business practices" (Galea 2004, p.12). Implementation by business has focused on reductions in transportation expenses, waste, and packaging materials and building design. The majority of business executives and consumers think of environmental stewardship when asked about organizations sustainable practices.

Branding

Branding is the process of giving a meaning to specific products by creating and shaping a brand in consumers' minds. It is a strategy designed by companies to help people to quickly identify their products and organization, and give them a reason to choose their products over the competition's, by clarifying what this particular brand is and is not. "Branding is endowing products and services with the power of a brand" (Kotler & Keller, 2015)

Consumers: A brand provides consumers with a decision making shortcut when feeling indecisive about the same product from different companies.

Employees/shareholders/third-parties: Besides helping consumers to distinguish similar products, successful branding strategies are also adding to a company's reputation. This assets can affect a range of people, from consumers to employees, investors, shareholders, providers, and distributors. As an example, if you don't like or don't feel connected to a brand, you would probably not want to work for it. However, if you feel like the brand understands you and offers products that inspires you, you would probably desire to work for it and be part of its world [3]

SUSTAINABILITY AND BRANDING

The interdependence between brands and consumers is huge- in a way that consumers determine development and the success of brands, brands reversely influence and direct consumer behavior. As such, branding has become "the story of belonging and pervasion", as it enables consumers to express their interests, attitudes, preferences and overall personality trough brands they use. Moreover, they are trustworthy source of information and great mediator in education and occupation of large group of consumers which, when create community of a brand, can be very influential force in society.

In recent years consumer interest in environment friendly alternatives has risen dramatically and so their expectations of brands. Even though the attitude behaviors gap, described as the inconsistency between consumer's attitudes and actual buying behaviors, is identified in many studies, sustainability attributes are becoming increasingly important in a brand valuation. Linking brand performance and image with sustainability concerns is becoming leading way for differentiation. Thus brand management emerges as a focal and even more dynamic business process with sustainability in the center of its philosophy and main initiator of traditional brand management theory and practices.

SUSTAINABILITY PROFITABILITY RELATIONSHIP MODEL

Profitability is measured as return on investment, equity, and assets, and earnings per share. These provide for greater cash flow. This moderating effect can occur at any level of the model. Implicit is that Sustainability mitigates potential risk by enhancing brand equity and reputation allowing firm to weather difficult times and engender commitment from key stakeholders during those difficult times. The model outlines the absolute and relative relationships necessary to holistically evaluate the impact of Sustainability on internal and external stakeholders and how Sustainability initiatives link to brand equity and ultimately the financial performance of the firm.

Hamel (2000) concluded that organizations can create wealth by showcasing the holistic view of their business model and thus can gain competitive sustainable competitive advantage in the long run. Innovative corporate strategies and visionary leaderships needs to accommodate the essential approach of laying the foundation of sustainable and socially responsible business.

Rainey (2006) stated that value maximization goal of firms should include community interests along with shareholders, customers and employees. Long term success of any organization is not possible without integrating three pillars of economic, environment and social development. Organizations should move in the direction of creating value for all along with innovative solutions for market and mitigating risks.

Many companies have admitted the value of linking sustainability and branding to their profitability. Nike has set a remarkable example in the area of social responsiveness by working in salve wages, forced overtime and arbitrary abuse. McDonalds' is another organization which addressed the issue of ecological perspective by their work of eliminating waste and use of plastic or UPS working with customers. It helped the company to shrink the product-to-package ratio and as a result its trucks can fit more package.

1.3 OBJECTIVES

- To review the existing literature on the concept of sustainability & its use in branding.
- To study sustainability initiatives of leading firms which helped them in branding.
- To determine the effect of sustainability tool in branding of an organization.

1.4 RESEARCH METHODOLOGY

The primary objective of this paper is to investigate the role of sustainability on the brand value of organization. For finding out the effect of sustainability on the brand value of a particular organization a study is carried out on a selected sample of people keeping in mind a particular organization.

Research Design: Descriptive research design was adopted to check the effect of sustainability. Based on the respondents capacity to understand the questionnaire personally or self-administered survey was adopted in which questionnaire was handed over to the respondents and were filled by them.

Sampling Method: Simple random sampling method is used.

Data Collection: Data is collected through primary and secondary sources. In order to determine the impact of sustainability initiatives by Bosch, data is collected from sample size of 100. Primary data is collected through questionnaire method.

Analytical Tools: Average and charts.

SECTION II

2. SUSTAINABILITY INITIATIVES

So, this theoretical framework has the potential of being extended to improve the image of company through its sustainability initiatives to benefit the organizations economically through improved brand image in the minds of the consumers or the society. The interdependencies of sustainability and profitability, can help organizations to develop better strategies through understanding of the firm's environment, an increased ability to innovate, brand recognition reinforced by social responsibility activities.

Some companies may find it difficult to operationalize the concept, but many successful companies have already implemented it.

According to Forbes "The World's Most Sustainable Companies 2017", some initiatives by top companies are listed below. There are 100 companies in the list, some innovative initiatives by selected firms are explained below:

2.1 COCA COLA

Coca cola started the HELLO Happiness campaign to give the labourers in UAE a few extra minute of happiness. Coca-Cola created a Hello happiness phone booth- a special booth that accepts Coca-Cola bottle caps instead of coins for a free 3 minute international phone call, helping labourers connect with their family members back home more often.

It is very difficult to stay away from your family and work without talking with them. Coca cola started a simple initiative which was beneficial to the people as they got free 3 minute time to speak with their family members, only they need to do is buy a bottle of coke and preserve the cap. The initiative spread a positive message in the mind of people regarding company which in term benefited their brand value. Sustainability initiative by coca cola which not only benefited triple bottom line but also helped them in branding.

2.2 SIEMENS

Siemens, the German industrial conglomerate whose businesses range from power plants to medical imaging machines, took the top spot in the list. It was the most energy-efficient firm in its sector, producing more revenue per kilowatt used than any other industrial corporation. Sustainability is a key pillar of the corporate strategy at Siemens, with the three areas – environment, economy and society – governing all the activities at the organization. In India, Siemens has put in place various initiatives for creating a sustainable environment. This includes not only making employees, suppliers, business partners and customer's environmentally-conscious but also encouraging all stakeholders to choose approaches that support sustainable environment.

A few initiatives in the area of Sustainability are:

- Green building initiative under the Energy Efficiency Program
- Corporate citizenship program that promotes social development by creating a viable economic future
- Rain water harvesting at factories
- Sewage Treatment Plants
- Environment Portfolio with energy efficient (green products)
- Recycling and Reuse

As part of its strategy to conduct business in a sustainable manner, Siemens focuses on profitable business growth while ensuring that it adheres to ethical standards of doing business. Sustainability at Siemens includes corporate citizenship as well as occupational health and safety.

2.3 HINDUSTAN UNILEVER LIMITED

HUL is one of the strongest FMCG Company having a long standing in India with motto that what is good for India is good for HUL. They reached around 130 million people in India through their WASH initiative. Every year in India 1.3 million children die before they reach the age of five, many due to preventable infections. Hand washing with soap has been considered as one of the most effective solutions to address the challenge. A simple initiative by HUL has helped many people in India and this helped the company to reach more and more people. Lifebuoy hand washing behaviour change initiatives help in promoting the benefits of hand washing with soap at key times during the day and encouraging people to sustain good hand washing behaviour.

2.4 S- OIL- HERE BALLOON

S-Oil wanted to show it had a mission: to save oil. They knew South Korea's capital had some of the highest gasoline consumption in the world. What's more, car use was increasing, petrol costs rising, and parking spaces scarce. Every day, a Seoul driver wanders for 500m to find a space. Over a month, this comes to 15km of driving. People were using around a litre of gas just trying to park. What if we could tell people there was a parking space right here? With HERE balloons, S-Oil did exactly that.

They set up a bright yellow balloon in each space. The balloon falls when a car parks in the space, and rises again when the car leaves. Drivers could see the colourful balloons from far away and spot empty spaces. Quick parking means saving time and saving oil. That means happier drivers and a healthier planet. The campaign certainly helped drivers to save oil. In just one day, 700 cars used 23 litres less oil. Over a whole year, they saved much more. S-Oil had engaged with people: now they knew it was a company that cared about saving oil. They even put the balloons on their own gas stations. People now thought about cutting gas costs when they thought about S-Oil.

SECTION III

This section of the paper is related with the study of Bosch Ltd through a questionnaire. Data is collected on various aspects of sustainability and branding of company.

3.1 BOSCH LTD NASHIK (MAHARASHTRA)

The Bosch Group comprises Robert Bosch GmbH and its roughly 440 subsidiaries and regional companies in some 60 countries. Including sales and service partners, Bosch's global manufacturing and sales network covers nearly every country in the world. The basis for the company's future growth is its innovative strength. At 120 locations across the globe, Bosch employs some 59,000 associates in research and development.

Bosch Nashik Plant is one of the important establishments of Bosch in India since last 40 years. With the constant efforts for excellence in Quality and delivery commitments, the plant received good acceptance by customers in Europe, USA and South East Asia. At present the export business is about 25% of the plant output. The plant is committed to continue its efforts for total customer satisfaction in areas of Quality, Cost and Delivery. Bosch Limited in Nashik is manufacturing nozzles and injectors for classical as well as Euro series.

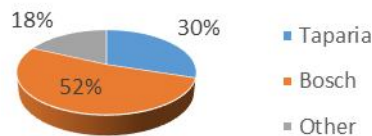
The plant is spread on 400,000 sq. m, having 4 manufacturing hangars. In addition to TS 16949, plant is also certified for ISO 14000, the internationally acknowledged certificate for Environment protection. Plant is well equipped with latest in manufacturing, cleanliness and proving of product performance.

Bosch believe in the creating value for our economy. Company has identified the area of skill development for which they have started their vocational training center to fill the void as far as skilled or trained professionals is concerned. Facing a severe shortage of well-trained, skilled workers, it is estimated that less than 5.0 percent of India's workforce has undergone formal skill training. As an eco-friendly measure, 10 MW capacity Solar Power Plant has been installed, resulting in carbon dioxide reduction by 32 tons/day.

3.2 DATA ANALYSIS

For collection of primary data and to determine the effect of sustainability on branding, Bosch ltd Nasik organization was chosen and data was collected from the people in the premises of organization that is at Nashik.

Which brand comes to your mind when you think of tool kit



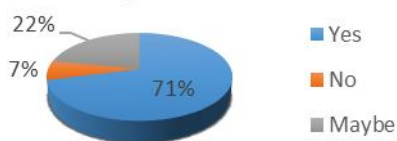
Graph 1

Particular	% Response	Cumulative %
Taparia	30	30
Bosch	52	82
Others	18	100

Table 1

It was found that 52% of people think of Bosch when tool kit comes to their mind, 30% of people think of Taparia and 18% of people think of some other brand.

Would you continue to buy bosch products



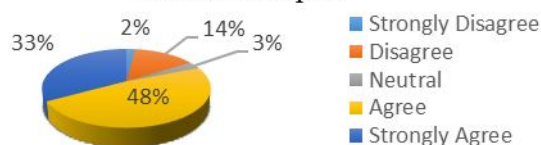
Graph 2

Particular	% Response	Cumulative %
Yes	71	71
No	7	78
May be	22	100

Table 2

It was found that 71% people wish to continue buying Bosch products 22% people expressed that they might continue to buy and rest 7% people were on the negative side.

Do you think Nasik run initiative by Bosch is helpful



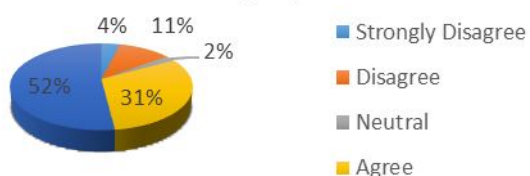
Graph 3

Particular	% Response	Cumulative %
Strongly Agree	33	33
Agree	48	81
Neutral	3	84
Disagree	14	98
Strongly Disagree	2	100

Table 3

It was found that around 81% people were in favour that Nasik run initiative Bosch is helpful, 3% people were neutral about the initiative and 16% people think that the initiative is not helpful.

Do you think Bosch is concerned of welfare of people



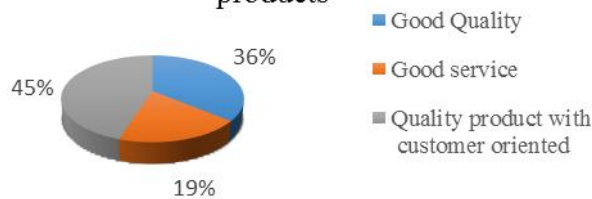
Graph 4

Particular	% Response	Cumulative %
Strongly Agree	52	52
Agree	31	83
Neutral	2	85
Disagree	11	96
Strongly Disagree	4	100

Table 4

It was found that 83% people think that Bosch is concerned about the welfare of people, and 15% people disagree to this.

Why do you prefer buying bosch products



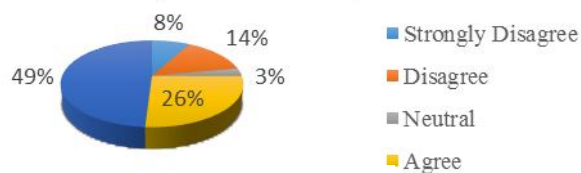
Graph 5

Particular	% Response	Cumulative %
Good quality	36	36
Good service	19	55
Quality product with customer oriented	45	100

Table 5

It was found that 36% people prefer buying Bosch products due to their quality, 19% prefer it due to their good service and 45% people prefer it as they provide quality product as well as they are customer oriented.

Do you think water conservation projects by bosch are helpful



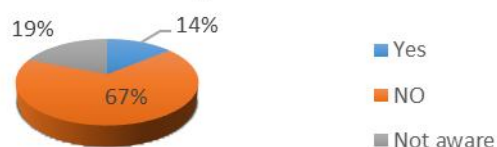
Graph 6

Particular	% Response	Cumulative %
Strongly Agree	49	49
Agree	26	75
Neutral	3	78
Disagree	14	92
Strongly Disagree	8	100

Table 6

It was found that 49% people strongly agree that water conservation projects by Bosch are helpful, 26% people also agree with it, 22% people think that this projects are not really helpful.

Have you come across any accidents in Bosch plants



Graph 7

Particular	% Response	Cumulative %
Yes	14	14
No	67	81
Not aware	19	100

Table 7

It was found that 67% people did not come across any accidents in Bosch plants, 14% people came to know about some accidents and 19% people were not aware of it.

3.3 CONCLUSION

From the above data it can be concluded that sustainability has a significant effect on brand value of an organisation. Section one dealt with what exactly sustainability and branding and its impact on the profitability aspects of the company. Various sustainability initiatives by top firms are listed in section two. Study of sustainability initiatives by Bosch and survey on people shows that many people are aware of all the initiatives, and result shows that they prefer to buy Bosch products due to quality and impact on their mind which is created by sustainability initiatives. Therefore it is clear from the above data analysis that there is an impact of sustainability on customer's mind which in turn leads to an increase in their brand value. So it is important that organizations should use sustainability tools in a more improved way for branding. Nowadays people are more inclined to the brands which have a positive image in the field of social responsibility and work towards sustainable motives having an impact on the environment and society.

Sustainability can be a profitable tool of branding. Sustainability-profitability relationship model exhibits that the sustainability improves the brand value of the business organization which in turn helps to improve financial profits.

3.4 LIMITATIONS AND FUTURE SCOPE

The above study is limited to the one aspect of complex interdependence of the sustainability driven branding. Moreover, primary data is collected related to one company only i.e. Bosch. In this paper, one company in one segment was studied, the same study can be conducted to analyse the comparative situation of two or more companies in relation to the sustainability. Other studies may be conducted to find out whether the relationship between sustainability and profitability is curvilinear or linear. Industry wise comparative study can also be conducted taking in view the low-sustainability and high sustainability practices to find out its impact.

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COMPARATIVE STUDY OF CONSUMER BRAND PREFERENCES TOWARDS LEATHER SHOES

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ABSTRACT

Current study is based on the brand preferences among consumers for leather shoes. Study is based on the primary data collected using survey approach. Total numbers of 590 leather shoe buyers were approached personally to get their opinions about the brand preferences, out of which only 477 get ready to participate in the survey. Researcher has measured the brand preference among different age groups and across the gender also. It was found from the study that footwear buyers prefer a particular leather shoe brand when they are fully aware about that brand, brand which fulfil their emotional values and the brand about which they perceive good quality. Brand preference of shoe buyers depends on the emotional value, brand awareness, quality perception and the influence from peers or relatives. Brand preference for branded leather shoes is not equal in male and female shoe buyers. Male shoe buyers prefer some brand based on its quality and their level of awareness about a brand while the female shoe buyers give preference to any brand based on the emotional value and the influence from peers or relatives. Similarly; the brand preference for leather shoes among young age, middle age and old age shoe buyers vary due to age factor. Thus, age and gender both have significant impact on the brand preference of shoe buyers.

Keywords: Brand Preference, Brand Awareness, Leather Shoes, Footwear, India, Emotional Value, and Consumers.

INTRODUCTION

Brand preference of shoe buyers actually reveals their choice for a particular shoe brand. Brand choice helps in making a decision about purchase and brand preference has a great influence over the decision making process of consumers. It is very important to understand the brand preferences and its pattern by the marketer to develop and design the marketing strategies according to the brand preferences of consumers (Aaker, 1997). Fishbin (1965) stated that brand attributes are the main elements which can help the marketer in knowing the brand preferences of the consumers. Other than product attributes, social and emotional influences plays an important role in building brand preferences. Brand preferences of the consumers have gone through three stages namely; traditional stage, rational stage and last is the experimental stage (Schmitt, 1999). In traditional stage, consumers have their own preferences and they try to match it with the brand attributes, and the brand which exactly match to the brand preferences of the consumers, will be selected by the consumers. While in rational stage, consumers gives preference to any brand based on the rational decisions, by understanding all the facts about brand and its attributes. Now days, rational decision making for brand preference has shifted to the experimental stage, where consumers first want to use the brand and then they set their preference for a particular brand (Holbrook and Hirschman, 1982). Thus, companies are focusing more on brand features to provide experience to consumers as these experiences are very important for building preferences for brand (Hsee et al., 2009). Preferences of consumers are not stable, it keeps on changing as per the need or desires of the consumers or influenced by the external environment. A brand preference of a consumer varies due to various factors, and it may vary due to biasness in selection or giving more weights to a brand over others. Brand preference is a type of brand loyalty, but is it attitudinal in nature (Anderson, 1983). It may or may not result in to repeated purchases. Thus, it is important to understand the factors which directly influence the preferences of consumers towards the brand. Current study will be an attempt in this direction to understand the brand preference of shoe buyers towards the leather shoes.

REVIEW OF LITERATURE

There are various studies which have highlighted the factors which affect the brand preferences of a consumer. Some of the common factors which have been stated by various researchers in their studies are social factors, demographic factors, cultural factors and the behavioural factors of the consumers that have a significant impact on the brand preference of the consumers. Researcher has categorized all the factors studied from review of literature under four categories namely; influence from peers or friends, brand awareness, quality perception and emotional value.

INFLUENCE BY PEERS OR RELATIVES

Footwear is not only a basic necessity but also a fashion and style statement. Hence the demand for footwear depends on external influences apart from customers' internal preferences and utility (Brakus et al., 2009). In most cases, the footwear along with the clothing acts as a status symbol. Different set of customers get

influenced by their own peer and class groups. Younger customers get influenced by their friends and celebrities. This age group of customers wants to be ahead of the fashion trend. Middle-aged and working class customers tend to get influenced by their peers at work. Their motive is to fit into the professional group or setting rather than be fashionable. Older customers get influenced least as their preferences are towards comfort and durability (Endalew, 2015).

BRAND AWARENESS

Brand awareness plays a significant role in customer choices (Keller, 1998). Brands are associated with unique and creative design, quality, durability and more importantly status. In a highly competitive market like the footwear industry, branding is essential to product differentiation and to demand premium prices (Anand and Alkeya, 2014). Footwear industries have to spend significant profits to market their brands to attract customers, retain them and earn their loyalty. Brand conscious customers will only choose the product from the producer whose brands transcend value (Mulugeta, 2016). Successful brands will also attract new customers and make new market penetration easier.

QUALITY PERCEPTION

Like any product in the market, footwear too has to adhere to quality standards of customers. Footwear products used for daily wear, office/work wear, sports/running wear etc need to be highly durable and comfortable. While fashionable footwear need to have unique and exotic material. Hence, in both the categories, quality is important for customer satisfaction (Thongchai, 2013). Footwear industries try to persuade customers by associating its brand with quality and influence the quality perception of the customers (Heding et al., 2009).

EMOTIONAL VALUE

Customers' emotional value influences the customer choice and preference (Zemenu, 2014). Customers buy footwear that makes them content and gives them utility. Footwear that is stylish and fashionable gives customers sense of pride and confidence. Footwear that is durable and of high quality make customer realize the value for money. Foot wear that is comfortable and easy to wear makes them realize usefulness of the product (Zajonc & Markus, 1982).

These factors have been used to frame a questionnaire to understand the opinions of the shoe buyers towards the branded leather shoes. The main aim of the study will be to know that which factor affect their brand preference towards the leather shoes.

OBJECTIVES OF THE STUDY

1. To study the determinants of brand preferences in context of footwear industry.
2. To compare the brand preferences towards for leather shoes among different gender.
3. To compare the brand preferences towards for leather shoes among different age group.

RESEARCH METHOD

Study is based on the primary data collected from the shoe buyers from retail malls of Delhi/NCR region. Researcher has used self-developed questionnaire to collect the data from the shoe buyers. All the shoe buyers were contacted during evening hours from 6 to 10 on weekends, as there is huge crowd in malls during weekends. Shoe buyers were approached personally and the reason for buying the leather shoes were asked. Shoe buyers were asked to give their opinions towards the branded leather shoes. Total 590 shoe buyers were approached out of that only 477 shoe buyers showed interest in the survey and gave responses. Period of the data collection was from March 2017 to July 2017. Researcher has used t-test to compare the mean value of consumer preferences towards the branded leather shoes on the basis of gender. Here, in this research there are two independent groups of consumers one is male and other is female. Thus, independent sample t-test has been used. While, for age there are three categories one is young age (between 18 to 25 years), second is middle age (between 25 to 55 years) and third is old age (above 55 years). Thus, to compare the brand preference towards for leather shoes among different age group, ANOVA has been used. Multiple regression has been used to measure the relationship between brand preference and its determinants.

Hypothesis 1: *Brand preference for branded leather shoes is equal in male and female shoe buyers.*

Hypothesis 2: *Brand preference for branded leather shoes is equal in shoe buyers from different age groups.*

FINDINGS AND DISCUSSIONS

This section discusses the data analysis divided into three sections, first is related to the determinants of brand preferences, second section explains the difference in brand preferences due to difference in gender and last section discuss about the difference in brand preferences among different age groups of consumers.

Table 1: Determinants of Brand Preference

S. No.	Statements	Mean Value	Std. Dev
Influence by Peers or relatives (Alpha value = 0.856)			
1	I always buy the same brand leather shoes which my friends buy	2.58	0.56
2	I buy branded leather shoes to impress others	3.03	0.47
3	I buy branded leather shoes because of my friends influence	3.19	0.89
4	I feel belongingness when I buy the same brand leather shoes which my friends use	3.47	0.78
5	I want to look like someone that's why I buy the same brand leather shoes	2.89	0.58
6	I buy the branded leather shoes as others expect me to buy	2.76	0.43
Brand Awareness (Alpha value = 0.712)			
7	I buy only brand which I know very well	3.85	0.88
8	I am using similar branded leather shoes from long time period	3.14	0.23
9	I am brand conscious and gives huge value to brand name	3.76	0.47
Quality Perception (Alpha value = 0.724)			
10	I prefer those brands which are reliable	4.13	0.56
11	I prefer those brand which offer leather shoes with high durability	3.89	0.87
12	I prefer those brand which offer leather shoes high quality	3.84	0.77
13	I prefer those brands which satisfy my needs for buying leather shoes	4.87	0.84
Emotional Value (Alpha value = 0.786)			
14	I prefer branded leather shoes which makes me happy	4.85	0.84
15	I prefer those branded leather shoes which makes me feel proud	4.74	0.74
16	I prefer those branded leather shoes which makes me feel stylish	4.25	0.89
17	I prefer those branded leather shoes which are comfortable	4.18	0.56
18	I prefer those branded leather shoes which increases my social esteem	4.54	0.58

Interpretation: It can be interpreted from the table 1 that there are mainly four determinants for the brand preferences of consumers towards the leather shoes. These determinants are mainly; influence by peers or relatives, emotional value, quality perception and brand awareness. Alpha value for all the four determinants has been found above 0.70 which shows that the instrument used for measuring the brand preference of footwear buyers was reliable. The value above 0.70 shows the high reliability of the instrument.

It can be seen from the table 1 that the mean value of emotional value is higher among all the four determinants, which states that footwear buyers give higher importance to the emotional value while giving preference to any brand. While the mean value of influence from peers or relatives is very less which states that footwear buyers do not get influenced by peers or relatives while selecting a particular brand shoes. Footwear buyers give preference to the shoe brand which gives them a feel of comfort, happy, satisfaction; make them feel stylish, and fashionable. Footwear buyers also look for the quality of the leather shoes while giving preference to any brand. People prefer those brands' leather shoes which are of high quality, and durable. Brand awareness also plays an important role in brand preference. People mostly prefer those brands which they are aware of, and which they know that is it of best quality. Influence has less importance in brand preference. People usually do not give or give very less attention to the brand which their friends or relatives are using. Influence from peers or relatives, plays less important role in making a preferred by consumers. Thus, overall it can be said that footwear buyers prefers a particular leather shoe brand when they are fully aware about that brand, brand which fulfil their emotional values and the brand about which they perceive good quality.

Table 2 shows the results of multiple regressions which is used to measure the importance of each of the determinants in the overall brand preference among shoe buyers towards the leather shoes.

Brand preference = $\beta_0 + \beta_1 \text{Influence} + \beta_2 \text{Brand Awareness} + \beta_3 \text{Quality Perception} + \beta_4 \text{Emotional} + \varepsilon_i$

Table 2: Results of multiple regressions

Regression Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.861	0.742	0.741	0.588
f- value = 685.774, p-value = 0.000				

Interpretation: It can be interpreted from the table 2 that the value of R is 0.861, and the value of R square is 0.742, which shows that all these four determinants explains total 74 percent of the variation in the value of brand preference. It can be said that the brand preference among shoe buyers will vary due to these four factors by 74 percent while only 26 percent of the variation in the value of brand preference is due to the other or chance factors. Further, the value of F is found to be 685.77 at a p-value of 0.000, which indicates that there is a significant relationship between brand preference and its four determinants namely; brand awareness, emotional value, quality perception and influence from peers or relatives.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.121	.227		-35.833	.000
Influence by Peers or relatives	.420	.040	.459	23.166	.000
Brand Awareness	.229	.052	.442	23.731	.000
Quality Perception	.630	.052	.282	13.930	.000
Emotional Value	.758	.047	.220	11.902	.000

Interpretation: It can be interpreted from the table 3 that the values of all the four regression coefficients are statistically significant and positive. It indicates that all the four determinants namely; brand awareness, emotional value, quality perception and influence from peers or relatives are positively related to the brand preference. It can also be seen from the table 3 that emotional value has higher regression coefficient value which shows that the emotional value has highest significance for preferring one particular brand by shoes buyers, while the least contribution is of influence from peers or relatives. Brand awareness has a moderate contribution in the overall value of brand preference.

Thus, it can be said that brand preference of shoe buyers depends on the emotional value, brand awareness, quality perception and the influence from peers or relatives. Table 4 explains the variation in the brand preference among male and female shoe buyers. Following hypothesis has been formulated and tested by the researcher using t-test.

Hypothesis: Brand preference for branded leather shoes is equal in male and female shoe buyers.

Table 4: Brand Preference among Male and Female Shoe buyers

S. No.	Particulars	Male		Female		t-value	p-value	Hypothesis
		Mean	S.D	Mean	S.D			
1	Influence by Peers or relatives	3.78	0.78	4.72	0.47	2.445	0.118	Rejected
2	Brand Awareness	4.56	1.14	2.88	0.88	6.745	0.010	Rejected
3	Quality Perception	4.89	0.88	3.98	0.59	4.714	0.001	Rejected
4	Emotional Value	3.25	0.74	4.24	0.84	5.587	0.040	Rejected

Interpretation: It can be interpreted from the table 4 that the mean value for influence from peers or relatives is higher for female shoe buyers while the lower for males. It shows that brand preference among female shoe buyers, while buying leather shoe get highly influenced by peers or relatives, while in male shoe buyers there brand preference do not highly get influenced by peers or relatives. The value of t-test shows that there the influence from peers or relatives is not equal in male and female shoe buyers.

The mean value for brand awareness is higher among male shoe buyers while the lower for females. It shows that brand preference among male shoe buyers, while buying leather shoe depends on their brand awareness while in female shoe buyers there brand preference do not depends on their brand awareness. The value of t-test shows that there the brand awareness level is not equal in male and female shoe buyers.

The mean value for quality perception is higher among male shoe buyers while the lower for females. It shows that brand preference among male shoe buyers, while buying leather shoe depends on their quality perception while in female shoe buyers there brand preference do not depends on their quality perception. The value of t-test shows that there the brand quality perception is not equal in male and female shoe buyers.

The mean value for emotional value is higher among female shoe buyers while the lower for males. It shows that brand preference among female shoe buyers, while buying leather shoe depends on the emotional value

they attached to some brand, while in male shoe buyers there brand preference do not depends on the emotional value they attached to some brand. The value of t-test shows that there the emotional value is not equal in male and female shoe buyers.

Overall, it can be said that brand preference for branded leather shoes is not equal in male and female shoe buyers. Male shoe buyers prefer some brand based on its quality and their level of awareness about a brand while the female shoe buyers give preference to any brand based on the emotional value and the influence from peers or relatives.

Hypothesis: Brand preference for branded leather shoes is equal in shoe buyers from different age groups.

Table 5: Brand Preference among different age groups
ANOVA Analysis for Brand Preference among different age group

		Sum of Squares	df	Mean Square	F	Sig.
Influence by Peers or relatives	Between Groups	144.46	2	72.23	24.85	.000
	Within Groups	1377.90	474	2.91		
	Total	1522.36	476			
Brand Awareness	Between Groups	343.46	2	171.73	38.48	.000
	Within Groups	2115.34	474	4.46		
	Total	2458.80	476			
Quality Perception	Between Groups	156.42	2	78.21	22.67	.000
	Within Groups	1635.56	474	3.45		
	Total	1791.98	476			
Emotional Value	Between Groups	361.26	2	180.63	36.26	.000
	Within Groups	2361.14	474	4.98		
	Total	2722.40	476			

Interpretation: It can be interpreted from the table 5 that there is a significant difference in the brand preferences of different age group consumers. The f-value for influence from peers or relatives is 24.85 which are significant at one percent level of significance. It shows that the brand preference due to influence from peers or relatives vary among different age groups. Similarly; the f-value for brand awareness, quality perception and emotional value are found to be significant, which indicates that the brand preference among different age group shoe buyers is not equal. Brand preference of young age shoe buyers get highly influenced by the peers or relatives, while in middle age shoe buyers brand preference get affected by emotional value and brand awareness. In old age group shoe buyers brand preference get affected by the quality perception. Thus, overall it can be said that brand preference among different age groups varies.

CONCLUSION

It can be concluded from the study that people prefer branded shoes because of four factors mainly; influence from peers or relatives, brand awareness, emotional value or quality perception. These four factors play an important role while shoe buyers give preference to a particular leather shoe brand over other brands. Shoe buyers mainly look for quality, durability, and the design of the leather shoes. People give preference to branded shoes over non-branded when they have to buy leather shoes as they believe that branded leather shoes are better in quality and durability than non-branded leather shoes. It was also found from the study that brand preference among male and female shoe buyers vary while buying leather shoes, similarly; the brand preference for leather shoes among young age, middle age and old age shoe buyers vary due to age factor. Thus, age and gender both have significant impact on the brand preference of shoe buyers.

LIMITATIONS AND FUTURE SCOPE

:Study is limited to the leather shoes buyers thus; it can be extended to the other types of shoes also. Study is based on the brand preference and its determinants, while the same study can be conducted for the non-branded shoes. A comparative study of consumer behaviour towards the branded and non-branded shoes can be done in future. The area of the study was limited to Delhi/NCR region which can be extended to all over India. The sample size of the study was limited to 477 only, which is very less when compared with the total number of leather shoe buyers.

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THE TALENT GAPS IN INDIAN HOSPITALITY INDUSTRY

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ABSTRACT

The hospitality industry is the fastest growing sector of India. India is the most diverse place in the world in case of culture, heritage, sightseeing, various cultures, religion and festivals. Hospitality industry is emerged as the most employment generated industry. This sector is growing at a rate of 14.12 percent every year and is capable to provide jobs to skilled and unskilled job seekers. The hospitality sector is going to be the second largest employer in the world. Hospitality in India is an old tradition, and the demand for travel and tourism in India is expected to increase annually by 8.5 percent. Now, the government of India has also taking various initiatives to strengthen this industry. This is one of the fastest growing and important sectors in terms of employment and revenues.

INTRODUCTION

The Indian hospitality industry is experiencing an exponential growth. The industry has recorded a double digit growth in revenue. New industries are entering into Indian hospitality sector and existing major national and international players are expanding their footprints to Tier II and Tier III cities.

There has been a noticeably substantial jump in the demand for Hotel Management graduates from the hospitality sector as well as from sectors such as BPO, Retail, fashion industry, etc. However, the industry experts note that the biggest challenge in the way of the growth of Indian hospitality Industry will be inadequate supply of quality talent. High attrition rates and frequent job-hopping have become critical concern for the industry.

Quality talent is one of the biggest hurdles faced by the industry. The present paper attempts to explore the reasons why almost 65% of candidates who pass out from Hotel Management institutes every year turn out to be unemployable for Hospitality jobs and how this demand–supply gap can be bridged.

The demand–supply gap of good talent is increasing every day in this industry and these problems are not going to vanish magically soon. The views of hospitality industry experts and scholars were ascertained in the present study to examine gravity of the talent gaps in hospitality industry. The detailed analysis of their views reveals that a majority of candidates not employable in front office jobs because of their low sales orientation and self management skills. A good chunk of the total candidates do not qualify for a sales role because they lack on interpersonal relations and performance focus. Majority of candidates were rejected in food production jobs because of their low scores in behavioural competencies like quality orientation, ability to handle pressure and creativity. A majority of students are unemployable for the F&B profile because of lack of quality orientation, managerial skills, English language and customer orientation. Most of the Hotel Management students who were unemployable for a Housekeeping role had low ability to handle pressure and quality orientation. Another important reason was low customer orientation.

It is no wonder that the quality talent is emerging as the single biggest issue faced by Indian hospitality industry today. Going by current numbers, only around 60% of all Hotel Management students across the nation actually join the Indian hospitality industry every year. Even amongst these 60%, only a select few have the right aptitude, knowledge and required behavioural skills and personality traits to work in the industry. Corporates and academicians unanimously agree that cultivating the required talent and creating the much needed intellectual capacity which will contribute to productivity enhancement, good returns on investment, and great guest experiences through high quality professionalism should be a top priority and important agenda of the hospitality industry as well as that of hotel management institutes. The target should be to provide adequate skills development training, from the supply end, and employability assessments acting as feedback at the demand end, which will help both in goal-setting and tracking progress to make a larger proportion of candidates in India employable.

INDIAN HOSPITALITY SECTOR

Being a developing country and fastest growing economy, India is having a health growth of 9% during 2006-2008, 6.7% in 2009 and 7.4% in 2010 despite of the recession faced by Indian economy. The hospitality sector of India attracts the foreigner to set up their venture in India. There are some Greenfield and brownfield

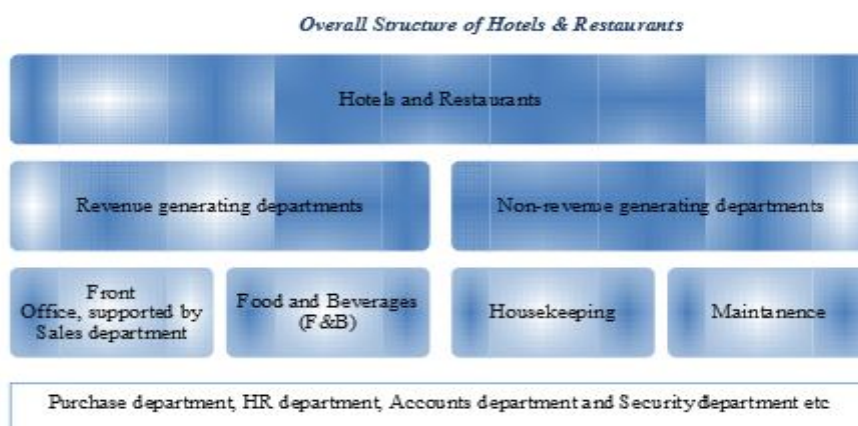
projects that attract more the Indian organizations to make investment and expand the facilities. This is the sector is evolved as to fulfill the interests, needs and desires of the people in the society.

Tourism Industry is the main drivers of the hospitality industry. This is the fastest growing industry and a leading contributor of GDP in most of the countries. This industry is recorded as the highest growing industry in India due to the robust inflow of tourists in India. The growing rate of hospitality sector in India is projected as 8.8% in 2017. This is the second highest growing sector. There is Public Private Partnership (PPP) in centre and state government which promote the growth of hospitality sector in India. According to the Consolidated FDI Policy released by the Department of Industrial Policy and Promotion, Ministry of Commerce and Industry, the government of India has allowed 100 per cent foreign investment under automatic route in the hotel and tourism related industry. A total amount of Rs 554 million was sanctioned for Rural Tourism Projects during the 11th Five Year Plan. Approximately projects in 90 sites had already in December 2012. During the 12th Five Year Plan, the present scheme of Rural Tourism is being replaced with the scheme of Rural Tourism Clusters. India ranks 42nd in the world in terms of foreign tourist arrivals, according to a report titled 'Competitiveness of Tourism Sector in India with Selected Other Countries of the World' by the Ministry of Tourism. The World Travel and Tourism Council have named India as one of the fastest growing tourism industries for the next 10 to 15 years.

SKILL REQUIREMENTS IN HOSPITALITY SECTOR

Travel & Tourism sector provides approx. 31 million people throughout the country and it will become the largest employers in the country. And the number is expected to rise to over 40 million by 2019 and over 43 million by 2022. The hospitality industry and tourism sector provides employment opportunities in various sections such as transportation, attractive sites, accommodations, etc. The skilled and unskilled manpower is plays a very important role in the success of these tourism and hospitality sector despite of many factors responsible of its failure like low job status, long working hours, low pay, insecure jobs. However, these constraints results in difficulty of recruiting trained and skilled manpower, result in employees higher turnover, low retention rates.

Skill Requirements and Gaps in Hotels & Restaurants Segment



Source: Primary Research and IMaCS analysis

Function-wise Distribution of Human Resource – Hotels and Restaurants

Function	% of people
F&B Service	20%
F&B Kitchen	15%-20%
Housekeeping	15%-20%
Front office	8%
Management	8%
Engineering	8%
Purchase and Accounts	6%
Others (HR, Security, Accounts etc)	10% - 20%
Total	100%

Source: Primary Research and IMaCS analysis

There are two types of employment opportunities in tourism and hospitality sector. One is based on direct employment and other is indirect employment opportunities. Opportunities in national parks, religious sites, restaurants, travel agencies, rural inns, sightseeing tours, photography, guides, etc. comes in the category of direct employment. This sector also creates job in indirect section such as construction companies, building houses, aircraft manufacturers, restaurant suppliers, accounting services, marketing relates to that companies which are not providing jobs directly and less dependent on the tourism and hospitality sector.

India's rich cultural heritage and history, different kaleidoscope of landscapes, friendly behavior of its people, varied regional cuisines, festivals are the positive aspects that promote its hospitality and tourism sector. The Indian Government is making efforts to stimulate investments in this hospitality sector and speed up the approval process to attract more private sector investments. The World Travel and Tourism Council, India ranked it on 18th position in business travel and will be among the top 5 in this decade. With such growth, sources estimate, demand is going to exceed supply by at least 100 per cent in coming years. Although, organized sector contributes only one-third of revenue of the overall revenue of the industry but several well known hotel chains have lined up aggressive expanding plans for India. The foremost contribution of the organized hotel industry comes from 5-star hotels. Despite a dip in the year 2009, average growth rate of 8 per cent augurs well for the hotel industry. An upward trend in growth of the overall hotel sector is expected in the next few years, whereby the industry is expected to grow to US\$ 36 billion by 2018.

CONCLUSION

The tourism and hospitality industry is the fastest growing industry and creating lot of employment opportunities, improvement in balance of payments to millions of people in the world and big source of foreign exchange for India. As per the data available in tourism and hospitality industry, approx. 300 million jobs are creating and generating 9.8% global GDP in 2014. It provides jobs in various sections such as food and beverage sector, cultural, transportation, accommodation, national parks, monuments, etc. There should be technological advancement to increase income of the employees working in this industry. It should provide empowerment to women, fair treatment to men and women, employ disabled persons, providing quality of work life to its employees to have a better impact on society and thus result into income generation, thus the challenges can be converted into opportunities. Tourism can only flourish if the industry can employ qualified, skilled persons or sustainable workforce which is the heart for excellent and prompt service delivery system.

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SELF EMPLOYMENT IN THE INFORMAL SECTOR IN INDIA: AN ECONOMIC ANALYSIS

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ABSTRACT

The paper attempts to evaluate the perception that self employed in the informal sector in India are either akin to or worse off than even the wage workers and would only benefit from a transition to wage employment. Using secondary data from sources like NSSO and Labour Bureau, it attempts to analyze the nature of self employment in the informal sector in India. The variables used to study the nature and characteristics of self employed include earnings, consumption expenditure, duration of employment and average capital productivity of the enterprises owned by them. Analysis of these parameters reveals that there is considerable heterogeneity among the self employed in India with regard to their economic characteristics. Earnings of the self employed in the informal sector are not uniformly low and this is true of self employed in both urban as well as the rural areas. Also, contrary to popular perception, majority of them do not suffer from seasonality of employment. In addition, the high average capital productivity of informal enterprises, especially the own-account enterprises in rural areas, reflects their efficiency in the utilization of fixed assets and disproves the idea that such enterprises only function as a drain on the country's scarce economic resources.

INTRODUCTION

In the overall employment structure of India, it is self employment which dominates with a share of 52.2 percent (Ministry of Finance, Government of India [GOI], 2015). Although the share of self employment in total employment in India has come down from 56.9 percent in 2004-05 to 52.2 percent in 2011-12 yet more than half of the population in our country is still in self employment. In 2011-12, the proportion of self employed in rural areas was around 54 percent (including 37.6 percent in agriculture and 16.6 percent in non-agriculture) while the corresponding proportion for urban areas was 42 percent (National Sample Survey Office [NSSO], 2014).

Majority of the agricultural workers in India are self employed (65 percent) and almost all of them are unorganised (National Commission for Enterprises in Unorganised Sector [NCEUS], 2007). The same holds true of self employed in the AGEHC ("agriculture sector excluding growing of crops, plant propagation, combined production of crops and animals without a specialized production of crops or animals" (NSSO, 2014, p. i)) and non-agricultural sector in India. Out of the self-employed in the AGEHC and non-agricultural sector of India about 96.8 percent in rural areas and 97.8 percent in urban areas are informal sector workers. Also, between 2004-05 and 2011-12 out of the self employed in the AGEHC and non-agriculture sectors, the proportion engaged in the informal sector has remained either the same or registered a marginal increase. Between 2004-05 and 2011-12 among the self employed in AGEHC and non-agriculture sectors, the proportion of workers employed in the informal sector remained consistent at 97 percent in urban areas whereas in case of rural areas the proportion increased from 95.8 percent in 2004-05 to 97.1 percent in 2011-12.

Despite the fact that between 2004-05 and 2011-12 the share of informal sector in the employment of AGEHC and the non-agriculture sectors registered a decrease (from 78 percent in 2004-05 to 72 percent in 2011-12), the proportion of self employed in the informal sector has continued to remain high (NSSO, 2014). Within AGEHC and the non-agriculture sectors, the share of self-employment is observed to be higher than the share of regular wage/salaried and casual labourers in employment of the informal sector. This is revealed by the fact that among workers in the informal sector around 57 percent in the rural areas and 58 percent in urban areas are self-employed while the proportion of regular wage/salaried and casual labourers stands at "11 percent and 32 percent in rural areas" and "27 percent and 16 percent in urban areas" respectively (NSSO, 2014, p. 11). Thus, the magnitude of self employment in the informal sector in India necessitates an inquiry into its nature and composition.

Self employed, according to the definition adopted by NSSO (consistent with the international classification provided by the ILO), includes own-account workers, employers working in own-account enterprises and establishments and helpers in household enterprises. The chief defining feature of the self employed is the "autonomy" and "economic independence" that they enjoy in running their enterprises. The self employed may be involved in running their own farm or non-farm enterprises or "engaged independently in a profession or trade on own-account or with one or a few partners" (NSSO, 2014, p. 38). Informal sector, on the other hand, is defined to include "units engaged in the production of goods or services with the primary objective of generating employment and incomes to the persons concerned. These units typically operate at a low level of

organization, with little or no division between labour and capital as factors of production and on a small scale” (NSSO, 2014, p. 26). In addition, in line with the recommendations of the International Labour Organization (ILO), the terms formal/informal and organised/unorganised are interchangeably used in India (NCEUS, 2007).

THEORETICAL FRAMEWORK

Self employment in the informal sector could be viewed as a subsistence strategy of poverty stricken workers or an entrepreneurial endeavour of workers with the ability to “engage in job creation, creative enterprises and capital accumulation” (Portes and Schauffler, 1993. as cited in Kay, 2011). Likewise, self employed could be perceived as mere survivalists (who are worse off than wage workers and could benefit from a transition to wage work via an expansion of public works programme) or as incipient entrepreneurs (whose entrepreneurial potential could be harnessed for the reduction of poverty) (Temkin, 2009). The former perception of informal self employed is the result of the Dualistic Labour Market Theory associated with the works of Arthur Lewis (1956) and Harris and Todaro (1970) while the latter alternative perspective is attributed chiefly to anthropologist Keith Hart’s study of the labour market in Ghana and to the “Kenya Mission” initiated by ILO in 1972 (Chen, 2012).

The alternative explanation of informal sector work was further developed by Maloney (2003) through his study of informal self-employment in Latin American countries. Maloney (2003) stressed that “there is nothing intrinsically inferior about self-employment” (p. 66). Rather it was the entrepreneurial spirit of people that propelled them into informal self-employment. He added that it would not be incorrect to label the smallest firms in informal sector as “microenterprises” and their owner operators as “micro entrepreneurs”. A third perspective, on informal sector labour markets attempted to synthesise these two polar views and argued that informal sector had its “own internal duality” (Fields, 2004, p. 24). This view emphasised the need to distinguish between two diverse segments of workers coexisting within the informal sector: “informal micro-entrepreneurs with access to some capital and labor resources, and unprotected workers who involuntarily eke out a subsistence wage” (Kay, 2011, p. 13).

Thus, contrary to the previous image of informal self employed only as a homogenous group of workers characterized by their poverty, vulnerability and subsistence orientation, today there is a greater recognition of the heterogeneity characterizing them. However, when it comes to a developing country like India, the informal self employed are usually perceived as unproductive marginal workers with meagre incomes, either akin to or worse off than even the wage workers. Wage workers include “employees of informal enterprises; casual workers; homeworkers or industrial outworkers, domestic workers, temporary and part-time workers, unregistered workers” (Carr and Chen, 2002, p. 8). There is an implicit assumption that informal or unorganised sector micro-enterprises lack any growth potential and are bound to disappear as an economy grows. Practitioners usually assert that the “smallest entrepreneurs are not entrepreneurial and would be better off finding a job” (Grimm, Knorringa and Lay, 2012, p. 4). Hence, the typical policy initiative advocated to enhance the welfare of self employed in the informal sector is expansion of public works programmes to enable their transition from precarious work to decent wage work which guarantees them a minimum level of income. Such a policy initiative holds merit in case of those self employed who are actually disguised wage workers, but does not hold any relevance for promoting the welfare of self employed with a potential to grow. According to National Commission for Enterprises in the Unorganised Sector (NCEUS, 2009), for the self employed micro-entrepreneurs in the informal sector the most appropriate policy intervention would be to remove the constraints and bottlenecks that hamper the productivity and growth of the enterprises run by them. The commission identified the constraints faced by informal sector enterprises in terms of “access to credit, technology and marketing for growth” (p. 132).

OBJECTIVE OF THE STUDY

To understand the nature of self employment in the informal sector in India.

DATA SOURCE AND METHODOLOGY

The present research uses secondary data from sources like National Sample Survey office (NSSO) and Labour Bureau to examine the perception of self employed in informal sector in India as unproductive wage workers or disguised wage workers lacking any potential to grow. “There are no significant differences in the methodology adopted and in concepts and definitions followed by NSSO and Labour Bureau” (Papola, 2014, p.15).

EARNINGS OF SELF EMPLOYED IN INDIA

Income based estimates are used to highlight the inferior nature of self employment in India and the undesirable terms and conditions associated with it. To study the earnings of self employed in the informal sector in India, data from the Annual Employment-Unemployment Survey (2015-16) conducted by the Labour Bureau has been

used. The survey contains data pertaining to the earnings of self employed in India. As already discussed, more than 90 percent of the self employed in India are informal sector workers, so it is assumed that this data is representative of the earnings of self employed in the informal sector.

A cursory look at data pertaining to monthly earnings of self employed in India (Table 1 below) lends credence to the view depicting informal self employment as only a poverty trap for workers engaged in it.

Table 1: Self Employed in India according to Average Monthly Earnings (in %)

Monthly Earnings	Self Employed (Rural+Urban)	Self Employed (Rural)	Self Employed (Urban)
Up to Rs. 5000	41.3	48.5	18.9
Rs. 5001-Rs. 7500	26.2	27.9	20.7
Rs. 7501-Rs. 10,000	17.4	15.5	23.1
Rs. 10,001-Rs. 20,000	11.1	6.9	24.4
Rs. 20,001-Rs. 50,000	3.5	1.1	11.4
Rs. 50,001-Rs. 1,00,000	0.4	1	1.3
Above Rs. 1,00,000	0.1	0	2

Source: Labour Bureau *Report on Fifth Annual Employment-Unemployment Survey (2015-16)*.

Table 1 reveals that the highest proportion of self employed in India, that is about 41 percent, earn a monthly income not exceeding 5000 rupees. The second highest proportion of self employed, 26.2 percent falls in the income bracket of 5000-7500 rupees followed by around 17 percent of self employed with monthly earnings between 7501-10,000 rupees. This implies that the monthly earnings of around 85 percent of self employed in India are below 10,000 rupees. The monthly earnings of only 15 percent of self employed exceed 10,000 rupees in India.

However, there is a striking contrast in the earnings of self employed in rural and urban areas. In rural areas, the proportion of self employed earning up to 5000 rupees is the highest, that is around 48.5 percent, but the same cannot be said of urban areas where the proportion of self employed earning up to 5000 rupees stands at 18.9 percent. The highest proportion of self employed in the urban areas, 24.4 percent, is found in the monthly income bracket of 10,000-20,000 rupees.

At the surface level, this contrast in the earnings of self employed in rural and urban areas suggests that self employment in the rural areas of India is an un-remunerative activity which functions only as a poverty trap for the rural self employed. Hence, the rural self employed would be better off finding wage employment in a public works programmes like MGNREGA. But a detailed study of the earnings of rural self employed in India reveals that their earnings are not uniformly below the 5000 rupees mark across the different states and union territories (UTs) of India. There are some states and UTs wherein the monthly earnings of majority of the rural self employed exceed 5000 rupees. Table 2 below reveals that in 18 states (including Assam, Bihar, Delhi, Goa, Gujarat, Haryana, Himachal Pradesh, Jammu and Kashmir, Karnataka, Kerala, Maharashtra, Manipur, Punjab, Rajasthan, Sikkim, Telangana, Uttar Pradesh, and Uttarakhand) and four union territories (including Andaman and Nicobar, Daman and Diu, Lakshadweep and Puducherry) of India, the monthly earnings of more than 50 percent of the rural self employed are greater than 5000 rupees.

Table 2: State/UT wise percentage of rural self employed (aged 15 years and above) with monthly earnings above rupees 5000 (2015-16).

Sr. No.	State	Self employed	Sr. No.	State	Self employed
1	Andhra Pradesh	45.3	19	Mizoram	32.8
2	Arunachal Pradesh	36.3	20	Nagaland	37.3
3	Assam	56.5	21	Odisha	39.6
4	Bihar	54.9	22	Punjab	71.2
5	Chhatisgarh	35.6	23	Rajasthan	67.5
6	Delhi	67.1	24	Sikkim	67.6
7	Goa	63.5	25	Tamil Nadu	49.3
8	Gujarat	59.0	26	Telangana	52.1
9	Haryana	68.1	27	Tripura	47.3
10	Himachal Pradesh	68.3	28	Uttar Pradesh	54.6
11	Jammu and Kashmir	50.1	29	Uttarakhand	51.2

12	Jharkhand	36.7	30	West Bengal	30.8
13	Karnataka	53.8	31	Andaman & Nicobar	56.7
14	Kerala	68.2	32	Chandigarh	21.5
15	Madhya Pradesh	44.2	33	Dadra & Nagar Haveli	22.6
16	Maharashtra	52.5	34	Daman & Diu	74.0
17	Manipur	57.6	35	Lakshadweep	84.0
18	Meghalaya	39.5	36	Puducherry	72.8

Source: Author's calculations based on data from Labour Bureau *Report on Fifth Annual Employment-Unemployment Survey (2015-16)*.

EARNING OF SELF EMPLOYED VIS-A-VIS MGNREGA WORKERS

A comparison of the earnings of self employed in rural areas of different states of India is made with the earnings of rural workers under a wage employment programme like Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and this yields an altogether different picture. MGNREGA guarantees at least 100 days (increased to 150 days for tribals) of guaranteed wage work (unskilled manual work) to adult members of rural households (MGNREGA, 2005). The per day wage rate under MGNREGA differs from state to state. To compute the monthly earnings of unskilled manual workers under MGNREGA the per day wage rate for unskilled manual workers (under MGNREGA) in each state and UT of India is multiplied by 26 (assuming 26 days of work in a month). This helps in determining whether self employed in rural areas of India are better off or worse off than wage workers.

Table 3 below shows that the monthly earnings computed for workers under MGNREGA exceed five thousand rupees only in case of ten states (including Andhra Pradesh, Goa, Haryana, Himachal Pradesh (scheduled areas), Karnataka, Kerala, Manipur, Punjab, Tamil Nadu and Telangana) and five union territories (including Andaman and Nicobar, Chandigarh, Dadra and Nagar Haveli, Lakshadweep and Puducherry). States in which the earnings of self employed exceed the five thousand mark outnumber the states in which MGNREGA workers earn more than five thousand. Clearly not all self employed in rural areas are akin to or worse off than wage workers. The comparison above reflects a greater number of them to be better off than unskilled manual workers under MGNREGA. It is significant to note that in Goa and Punjab (two out of the ten states in which the monthly earnings of MGNREGA workers are found to exceed five thousand) the monthly earnings of majority of the rural self employed exceed 7500 rupees. For instance, in Goa, the monthly earnings of around 50 percent of rural self employed are higher than rupees 7500. And the same is true in case of 53 percent of the self employed in Punjab.

Table 3: State/UT wise wage rate for unskilled manual workers under MGNREGA (2016)

Sr. no.	State	Per day wage rate (Rs.)	Monthly wages (26 days)	Sr. no.	State	Per day wage rate (Rs.)	Monthly wages (26 days)
1	Andhra Pradesh	194	5044	19	Nagaland	172	4472
2	Arunachal Pradesh	172	4472	20	Odisha	174	4524
3	Assam	182	4732	21	Punjab	218	5668
4	Bihar	167	4342	22	Rajasthan	181	4706
5	Chhatisgarh	167	4342	23	Sikkim	172	4472
6	Gujarat	188	4888	24	Tamil Nadu	203	5278
7	Goa	229	5954	25	Telangana	194	5044
8	Haryana	259	6734	26	Tripura	172	4472
9	Himachal Pradesh	170* 213**	4420 5538	27	Uttar Pradesh	174	4524
10	Jammu & Kashmir	173	4498	28	Uttarakhand	174	4524
11	Jharkhand	167	4342	29	West Bengal	176	4576
12	Karnataka	224	5824	30	Andaman & Nicobar	230 243	5980 6318
13	Kerala	240	6240	31	Chandigarh	248	6448
14	Madhya Pradesh	167	4342	32	Dadra & Nagar Haveli	208	5408
15	Maharashtra	192	4992	33	Daman & Diu	192	4992

16	Manipur	197	5122	34	Lakshadweep	220	5720
17	Meghalaya	169	4394	35	Puducherry	203	5278
18	Mizoram	188	4888				

Source: Author's calculations based on data from Ministry of Rural Development (Mahatma Gandhi NREGA Division), GOI (2016).

*Non-scheduled Areas **Scheduled Areas

CONSUMPTION EXPENDITURE OF SELF EMPLOYED

The idea that not all rural self employed are engaged in un-remunerative pursuits or are economically worse off than their urban counterparts is corroborated by NSS data on the distribution of various categories of workers for each decile class of population by their monthly per capita consumer expenditure (MPCE). According to NSSO (2014), in rural areas, the proportion of self employed (both males and females) in the lower decile class is lower than the proportion of self employed in the higher decile class. This is unlike the pattern found to be prevailing in urban areas where the proportion of self employed in the higher decile class is lower than the proportion of self employed in the lower decile class. This implies that self employed in rural areas find greater representation in the higher decile classes of MPCE than the self employed in the urban areas. See Table 4 for details.

Table 4: Per 1000 distribution of self employed (ps+ss) by category of employment for each decile class of population by MPCE during 2011-12

Decile classes of MPCE	Rural		Urban	
	Self Employed (Male)	Self Employed (Female)	Self Employed (Male)	Self Employed (Female)
0-10	445	523	450	527
10-20	491	548	455	465
20-30	524	576	443	527
30-40	529	579	460	413
40-50	539	606	435	489
50-60	552	567	445	433
60-70	568	618	375	451
70-80	572	585	393	376
80-90	605	639	384	338
90-100	583	663	353	265
All classes	545	593	417	428

Source: NSSO 68th round survey (2011-12) on *Employment and Unemployment Situation in India* (2014).

Thus as asserted by Mazumdar (2010), the self employed in India comprise not only of “marginal workers who are trying to eke out some income with a minimum use of factors” but also of “small independent businesses with established markets whose income levels might exceed those of many formal sector workers” (p.34.). To emphasise this point, Mazumdar cited data pertaining to the distribution of workers in the informal or unorganised sector by household welfare levels, as per 61st round National Sample Survey data on household expenditure levels (Average Per Capita Expenditure). The data revealed that about 78.7 percent of the unorganised sector workers were poor and vulnerable while 21.3 were in the higher income group. As far as the self-employed in the unorganised sector were concerned, 74.7 percent were poor and vulnerable, while 25.3 were in the higher income group (Mazumdar, 2010). According to him, this data points towards the heterogeneity or diversity in income of self-employed in the unorganised sector (or informal sector) of India.

DURATION OF EMPLOYMENT (SEASONAL VS. PERENNIAL)

One of the grounds used to establish the inferior nature of self employment in informal sector is that it suffers from seasonality of employment. However, according to the Fifth Annual Employment Unemployment Survey 2015-16 of Labour Bureau, for a majority of the self employed in India, the nature of their work is perennial. This is evident from the fact that out of the self employed in India available for work for 12 months, about 67.2 percent actually worked for 12 months while around 31.6 percent worked for six to eleven months and only 1.1 percent worked for one to five months. Out of the self employed in rural India available for work for 12 months, about 61 percent actually worked for 12 months. The second highest majority, around 37.6 percent, was found to be of those self employed who worked between six to eleven months. A very small or rather insignificant proportion (1.4 percent) of the self employed in rural areas was found to have worked between one to five

months. In contrast, the rural job guarantee scheme like MGNREGA promises to provide only hundred days of work in a year. Certainly the self employed in rural areas of India are already working for a greater number of days than a transition to wage work (under a public works programme) would enable them to. In case of urban areas as well, the proportion of self employed who reported to have actually worked for 12 months was significantly higher at 87.6 percent than those who worked only either for 6-11 months (12 percent) or 1-5 months (0.4 percent). This data clearly disproves the idea that the nature of activities in which the self employed in informal sector are engaged is purely seasonal or temporary.

SMALL SIZE AND INEFFICIENCY

In both rural and urban areas in India, out of the self employed in the non-agricultural informal sector, the proportion of own-account workers is significantly higher than the proportion of the employers. Own-account workers are those self employed who run their enterprises without the use of any hired labourers while employers represent those self employed who run their enterprises with the use of at least one hired labourer. Out of self employed in the informal sector in rural areas, the proportion of own-account workers is 43.1 percent while that of employers is as low as nine percent. A similar scene prevails in the urban informal sector as well. Out of the self employed in the urban informal sector in India, the proportion of own-account workers is 43 percent while the proportion of employers stands at around three percent only (NSSO, 2014).

If we look at it from an enterprise point of view, then again out of the estimated 5.77 crore unincorporated non-agricultural enterprises in India, own-account enterprises (enterprises run without any hired labour) totalling around 4.9 crore clearly outnumber the establishments (enterprises run with the use of at least one hired labour) which are around 89 lakh in number (NSSO, 2012). The dominant share of own-account enterprises (85 percent) is evident across all the three non-agricultural activities, namely, Manufacturing (84 percent), Trade (86 percent) and Other Services (84 percent). Also, majority of the unincorporated non agricultural own-account enterprises are in rural areas (58 percent) as compared to urban areas (42 percent). In contrast, majority of the non-agricultural establishments are in urban areas (70 percent) while only a small proportion are in rural areas (30 percent). Thus, the informal sector in India is dominated by the presence of the smallest category of self employed or entrepreneurs (own-account workers) and the smallest category of enterprises (own-account enterprises).

As majority of the self employed are own-account workers, self employment in India is assumed to conceal a “good proportion of workers who can only be described as disguised wage workers” (NCEUS, 2007, p. 91). In addition, small size of the enterprises run by them raises doubts about their efficiency and viability. Porta and Shleifer (2014) emphasise that informal self employed or informal entrepreneurs “run small businesses producing low quality products for low-income customers using little capital and adding little value” (p. 2). While supporting Lewis’s dual view of informality, they add that “their main problem is that they add so little value.” (p. 11). It is usually believed that informal sector enterprises in general and own-account enterprises in particular have a very small scale of operation and consequently reap lower returns from such an investment.

However, when efficiency is measured in terms of average capital productivity (ratio of gross value added to fixed assets per enterprise) which reflects the income generated per unit of fixed assets or how efficiently the fixed assets are utilized by informal sector enterprises, then it is found that own-account enterprises made more efficient use of fixed assets at an all India level than even the establishments. The average capital productivity in case of rural own-account enterprises was 54.5 percent while in case of rural establishments, it was 37.3 percent. (In urban areas, on the other hand, the performance of establishments (29.4%) was only slightly better than that of own-account enterprises (27.1%) (NSSO, 2013)).

Despite the low level of per enterprise fixed assets owned by them, the rural own-account enterprises generated greater income per unit of fixed assets than the rural establishments. The estimated market value of fixed assets owned per enterprise was Rs. 59043 for own-account enterprises in rural areas and Rs. 572834 for rural establishments. This indicates that the value of per enterprise fixed assets owned by establishments in rural areas was about 9.7 times their value in case of rural own-account enterprises.

Higher level of average capital productivity achieved by own-account enterprises in rural areas despite the low level of fixed assets possessed by them is suggestive of greater efficiency in utilizing the fixed assets. It weakens the parasitic view often advanced by McKinsey Global Institute, according to which the informal sector enterprises are only a drag on a country’s economic growth, therefore, informality needs to be suppressed rather than unleashed (Porta and Shleifer, 2014). On the contrary, it lends support to a relatively new and emergent strand of literature associated with the work of Grimm Knorrington and Lay (2012) which highlights that not all informal self employed are subsistence oriented survivalists. It is possible to find among them

prospective entrepreneurs with a hidden potential to succeed. The authors used the term “constrained gazelles” to refer to this segment of informal entrepreneurs or self employed with a latent potential to grow evident in their ability to generate higher returns to capital, despite their low levels of capital stock. This underscored the fact that they were distinct from and more productive than the group of subsistence oriented survivalists found in the informal sector.

Isolating such latent entrepreneurs from survivalists is integral for unlocking their potential to grow. For the own-account workers with growth potential this translates into enabling their transition to employer status (De Mel, McKenzie and Woodruff, 2008). Enabling latent entrepreneurs realize their growth potential will help in generating employment opportunities in the economy, especially for the survivalists trapped in the informal sector. For instance, some of the survivalists could be hired by latent entrepreneurs to work in their enterprises (Grimm, Knorringa and Lay, 2012). Harnessing the growth potential of micro-entrepreneurs and micro-enterprises in the informal sector is thus one of the ways to create employment opportunities for the huge labour force in our country.

CONCLUSION

Not all self employed in the informal sector in India are akin to or worse off than wage workers and this is evident from the diversity in their earnings. Hence, not all of them would benefit from a transition to wage employment via an expansion of public works programme. Such a policy initiative may be appropriate for the group of unproductive subsistence oriented survivalist group of self employed trapped in the informal sector but would fail to serve the interests of those who are already better off than wage workers, perennially employed and more productive evident in the higher average capital productivity of their enterprises despite the low level of fixed assets owned by them. For the latter category of self employed or micro-entrepreneurs in the informal sector, the most appropriate policy intervention would be one which helps in unlocking their growth potential by removing the constraints and bottlenecks faced by them.

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A STUDY ON RELATIONSHIP BETWEEN EFFECTIVE UTILIZATION OF HRM AND PRODUCTIVITY OF HOSPITAL EMPLOYEES OF NAGPUR CITY

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ABSTRACT

An attempt has been made in this research study to search the concept of effective with utilization of Human Resource Management with reference to some main private hospitals of Nagpur. The relatively recent perception of human resource management is reflective of modern attitude to what is termed as administration and it stresses the participation of human beings in an organization, whatever be its nature and function. Advances in sciences have brought drastic changes in human society since the industrial revolution, having great impact, besides industry, on agriculture, business and industrial machines. It used to be the production and profit being assigned on priority before the employer, while far less thought was given to human rights and demand. A preliminary survey for primary data of nearly 100 employees was conducted in selected hospitals of Nagpur and the conclusions were drawn on the basis of data collected from the questionnaire.

Keywords: Human Resource Management, Employee satisfaction, Employee Productivity and Hospitals

INTRODUCTION

The Health Enterprise Act (2002) has given rise to an organizational structure where the hospitals have become larger and more complex network-like organizations. This implies a new approach to the value-generative sphere. To tackle the managerial challenges of optimizing the resource allocation and the organizational capability require quicker rates of response, continuous improvements and cost-effective treatment processes. Increasing competition and growing demands for activity and cost control intensify the focus on quality of professional service and care.

The complexity of somatic hospitals has grown gradually. The trend in India is that more and more patients are treated during the daytime. The amount of patient beds filled goes down and the share of out-patients and day patients increases. Further, the medical complexity of the average patient is growing and is likely to continue to grow, since patients become older. Patient expectations are rising and 7 patients are becoming more demanding regarding the access to advanced treatment procedures.

The combination of the development on the supply side, more advanced and more complex services, and on the demand side, an older and sicker population, will subject hospitals to new and more demanding clinical-logistical challenges. Those challenges are related to the coordination of the utilization of the key resources; the personnel, the clinical rooms and the technology. The challenges will be so great that problems are unavoidable. Such problems can also have clinical consequences, in the form of misunderstandings, lower technical quality, reduced caring quality and even errors. Such problems will also affect cost-efficiency in a negative way.

When people become older and develop more and more complex diagnoses, they require extra resources. The pressure caused by the expansion of medical knowledge and technology, imply further development of more complex time consuming treatment processes. When the threshold for treatment is lowered, patient groups can be offered new methods of treatments. Even though the technology implies that patients can be treated faster, waiting lists will probably rise. The most recent numbers of patients on waiting lists recorded show a rise in the number of patients waiting for assessment and treatment. To try to increase efficiency in such a situation is difficult. It may even result in decreased efficiency.

Defective coordination and incomplete information are important causes of the often criticized inefficiency in hospitals. If the patient logistics is not good, it causes unacceptable external and internal waiting times for patients and personnel. The aim was to measure patient satisfaction on the most important satisfaction indicators. The survey gives health enterprises an opportunity to develop their services by following up the results on six main quality indicators:

- Physical standard (waiting room, toilet, cleaning)
 - Communication with the personnel
 - Organization (cooperation, information, preparation and coordination)
 - Information from the health personnel
 - Accessibility (access to the out-patient clinic, "internal access")
-

• Experiences before entering the out-patient clinic (waiting time, information and availability on the phone)
What kind of change is desirable? The issue at stake is the added value of treatment versus the resources used, or simply the income versus cost of care. If the hospitals are to be able to meet the expectations of society, it will be necessary to pay attention to the internal operational efficiency. To secure more uniform patient pathways, and equality of access and entrance to care, a mutual underlying understanding of the patient's journey is essential. Process-thinking is supposed to give better quality outcomes for patients, better working conditions for the staff and even lower hospital costs. What these ideas represent is influencing the logistics discussion going on within the hospitals too. Some hospitals have ongoing pioneering projects developing process-based delivery pathways which flow more smoothly and efficiently, to save resources and ensure a better outcome.

Some highly specialized hospital, which stresses the importance of "The Patient First", and has achieved international reputation as a cutting edge hospital. It also acts as a reference hospital in the fields of research and development. The vision of the organization is to represent "Advanced Medicine in a Safe Environment". Careful planning, commitment and a proactive learning orientation are factors that are to ensure that the hospital preserves its solid public trust. The main objective is to be at the forefront and to create higher value in the future. An on-going project at the national hospital is to secure an efficient and patient-friendly model in out-patient care services.

UNIVERSE OF THE STUDY

The universe of study will include major private hospitals in Nagpur and the employees of these hospitals which include Doctors, Nurses, Front office, and Administrative staff.

SAMPLE FRAME

A preliminary survey for primary data of nearly 100 employees was conducted in selected hospitals of Nagpur.

SAMPLE SIZE

Name of the Department	Number of Employees
Doctors	25
Nurses	25
Front Office	25
Administrative Staff	25
Total	100

SAMPLE TECHNIQUE

For effective utilization of human resource management, stratified random sampling will be used. Employees from establishment and administration department and general staff (employees) of couple of private hospitals were taken into consideration for personal interview and filling up of questionnaire.

SAMPLING TOOLS

The sampling tools will be the questionnaires, personal interviews, telephonic interviews and expert's opinion.

TEST OF HYPOTHESIS

H01: There is a significant relationship between effective utilization of HRM and productivity of hospital employees and success of the organization.

To test this hypothesis Pearson's correlation will be used.

Table: Correlations								
		HR as a source of value addition	Company performance	Operating performance	Financial performance	Competitive performance	Operating profit margin during last three years	Average annual growth rate
HR as a source of value addition	Pearson Correlation	1	-.050	.113**	.025	-.091*	-.201**	-.040
	Sig. (2-tailed)		.219	.006	.547	.026	.000	.325
	N	600	600	600	600	600	600	600
Company performance	Pearson Correlation	-.050	1	-.042	.047	.254**	-.090*	-.004
	Sig. (2-tailed)	.219		.299	.248	.000	.027	.923
	N	600	600	600	600	600	600	600
Operating performance	Pearson Correlation	.113**	-.042	1	.268**	-.010	-.031	.164**
	Sig. (2-tailed)	.006	.299		.000	.805	.452	.000
	N	600	600	600	600	600	600	600
Financial performance	Pearson Correlation	.025	.047	.268**	1	-.051	-.011	.011
	Sig. (2-tailed)	.547	.248	.000		.214	.781	.785
	N	600	600	600	600	600	600	600
Competitive performance	Pearson Correlation	-.091*	.254**	-.010	-.051	1	.045	-.074
	Sig. (2-tailed)	.026	.000	.805	.214		.275	.071
	N	600	600	600	600	600	600	600
Operating profit margin during last three years	Pearson Correlation	-.201**	-.090*	-.031	-.011	.045	1	-.037
	Sig. (2-tailed)	.000	.027	.452	.781	.275		.360
	N	600	600	600	600	600	600	600
Average annual growth rate	Pearson Correlation	-.040	-.004	.164**	.011	-.074	-.037	1
	Sig. (2-tailed)	.325	.923	.000	.785	.071	.360	
	N	600	600	600	600	600	600	600
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Interpretation

In the above hypothesis effective utilization of HRM practices will include HR as a source of value addition,

Whereas productivity of hospital employees is visible through company performance, operational performance, financial performance, competitive performance, operating profit margin and these parameters defines HRM practices. Success can be assessed from average annual growth of the organization.

So person's correlation test will be applied and the relationship between these variables will be found out.

- The result says that there is a negative week correlation between average annual growth and HR as a source of value addition (-0.04)
- There is a negative week correlation between average annual growth and company performance (-0.004)
- There is week correlation between average annual growth and operating performance (0.164)
- There is week correlation between average annual growth and financial performance (0.011)
- There is a negative week correlation between average annual growth and competitive performance (-0.074)
- There is a negative week correlation between average annual growth and operating profit margin during last three years (-0.037)

From the result mentioned above it is clear that there is very low correlation between HRM practices, productivity of employees and organizational success, so we can reject null hypothesis H01: There is a significant relationship between effective utilization of HRM and productivity of hospital employees and success of the organization and accept alternate hypothesis H11: There is no significant relationship between effective utilization of HRM and productivity of hospital employees and success of the organization.

H02: There is a greater level of satisfaction among employees of hospitals.

In order to test the above hypothesis single factor or one-way ANOVA is used. A single factor or one-way ANOVA is used to test the null hypothesis that the means of several populations are all equal.

Table: SUMMARY				
Groups	Count	Sum	Average	Variance
% of employees left voluntarily	600	1989	3.315	2.86722
Training program to increase promotability	600	2052	3.42	2.664708
Evaluation of training programs for increasing effectiveness	600	2562	4.27	1.152354
Formal evaluation of employee performance provided	600	2248	3.746667	1.838887
Performance appraisals are based on objectives	600	2271	3.785	1.694933
Performance appraisal based on quantifiable results	600	2581	4.301667	1.666775
Performance feedback on routine basis	600	2280	3.8	2.480801
Promotions are contingent on performance	600	2303	3.838333	2.075657
Reasonable and fair complaint resolution process	600	2429	4.048333	2.570281
Employee involvement informal participation process	600	1859	3.098333	2.806675
Employee completes an attitude survey	600	2288	3.813333	1.888303
Employees are provided opportunities for improvements	600	1935	3.225	2.568656
Formal information sharing program	600	2117	3.528333	2.005874

Table: ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	1021.633	12	85.13607	39.13454	4.36E-90	1.753413
Within Groups	16940.39	7787	2.175471			
Total	17962.03	7799				

Conclusion: if $F > F_{crit}$, we reject the null hypothesis. This is the case, $39.13 > 1.75$. Therefore, we reject the null hypothesis. The means of the populations are not all equal. At least one of the means is different.

From this we can say that null hypothesis H_{02} : There is a greater level of satisfaction among employees of hospital and accept alternate hypothesis H_{12} : There is no significant level of satisfaction among employees of hospital.

CONCLUSION

HRM and Efficiency and Effectiveness

HRM works on exploring the importance of efficiency and effectiveness in hospitals. Most of employees from private hospitals responded that HRM is essential for effective and efficient way of performance.

Understanding of Employees

The hospitals are engaged in efforts to improve the understanding of employees so as to enhance their productivity. Private employees relate that hospitals try to improve understanding of employees to increase productivity.

Technical competency of HR

In private hospitals HR is highly respected. Employee's criticism is encouraged by the hospital management. It was observed that the Private hospitals encourage the criticism of employees.

Incentive schemes for employees

Private hospitals always provided beneficial incentive schemes to their employees. Hospital employees get encouraged by restructuring of their salary structure set up. Private management have restructured the employee's salary.

HRM utilization for increased effectiveness and efficiency

Today's organizations and employees are becoming more empowered so hospitals redesigned its practices to meet their needs. Private hospitals gave more empowerment to their employees.

Use of new technology

The implementation of new technology reduces the number of jobs. Private hospitals employees said the implementation of new technology has reduced the number of jobs.

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PLURALITY IN JAMMU REGION: A SOCIO-CULTURAL PROFILE

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ABSTRACT

Besides, having different geographical terrains and historical heritages, the social and cultural diversity within Jammu and Kashmir state as a whole and inside each of the three regions viz. Jammu, Kashmir and Ladakh illustrates a multifarious picture of the society. Pluralism in Jammu region of J&K is not merely an idea but a living reality. The present study describes the heterogeneous character of Jammu region by reviewing its history, culture and social diversity. The socio-cultural diversity of the region suggests the complexity and commonality, which different identities possess.

Keywords: Diversity, Plurality, Heterogeneous, and Jammu.

Jammu is the most heterogeneous and comprehensive region of the state. Its uniqueness lies in its physical, cultural, and social diversity. Geographically, its composition is quite varied, as it consists of plains, low-lying tracts, and hilly and mountainous terrains. In the south lies Kathua, which is a combination of plain and hilly terrain. The central part of mainland Jammu is situated on the Shivalik foothills. In the north there is the Pir-Panjal range, which extends from Poonch on one side to Doda on the other. Every sub-region has its own history and culture, which is more or less, has been localised in itself and which contributes to the complexity and plurality of the Jammu region.

It is a difficult proposition to trace the written record of the history of Jammu. There is scant historical and archival material to be found which is also quite fragmented and shows little sign of continuity. Pervez Dewan, in his work, "Jammu, Kashmir and Ladakh: Jammu", traces the historical roots of Jammu in the era of Mahabharat and memoirs of Timur. He also mentions that excavations in Akhnour (Jammu district), are related to Harappan civilisation as well as Indo-Greek artefacts. (Dewan, Jammu, Kashmir and Ladakh 2004)

As far as, systematic record is concerned nothing chronological is available from ancient to the medieval history. Unlike Kashmir that has recorded history going up to the ancient period, Jammu does not have much source material to explain its historical past. The 19th century *Gulabnama* and the *Tawareekh e Rajputan Mulk e Punjab* by Thakur Kahan Singh Balaria is the most significant local source dealing with the modern history of Jammu region. However, there is some folklore to which the historical references are attributed.

According to the folk history, the King Jambu Lochan, who constructed the famous Bahu Fort on the bank of river Tawi, about 3000 years back, founded the Jammu Kingdom. However, one can find some references to Jammu's more recent past in varied descriptions about the northern India. According to M.L. Kapur, Jammu came into existence around 900 A.D. It is also about this time that our eye meets the earliest reference to Durgara Desha (from which, obviously, the terms Duggar and Dogra are derived) in the inscription on the copper plates of the eleventh century. These plates speak of a grand victory of Sahila Verman of Chamba (910-930. A.D.) over the combined forces of Kiras and the Lord of Durgara. (Kapur, History of Jammu and Kashmir: The Making of the State 2005)

Most of the references about Jammu are in relation to one or the other kind of battles, which were fought in and around Jammu. From these references, it appears that Jammu remained occupied in the warfare with the indigenous and the foreign rulers. The Kingdom of Jammu came under the rule of Dev dynasty in A.D. 1125 which remained in power till 1816. It is during this period that the systematic history of medieval and early modern period can be traced. It came under the rule of various local kings like Mal Dev, Chaker Dev, Kapur Dev (1530-71), Hari Dev (1652-88), Dhruv Dev (1703-42) and Ranjit Dev (1742-48). (Kapur, History of Jammu and Kashmir: The Making of the State 2005)

With the death of Ranjit Dev in 1781, Jammu became a subject to Maharaja Ranjit Singh's Sikh Kingdom. Jammu was formally incorporated to the Kingdom of Lahore during the period of 1810-1816. (Dewan, Jammu, Kashmir and Ladakh: Jammu 2004) Gulab Singh, a commander in Sikh army played an important role in extending the territory of Lahore Kingdom to Rajouri and Kishtwar. In 1820, Gulab Singh was given the charge of Jammu and this decision of Maharaja Ranjit Singh contributed to the formation of Jammu and Kashmir as single entity in later period to come. In the words of Pervez Dewan, on 16th March, 1846, Raja Gulab Singh signed a separate treaty with the British. He agreed to pay them Rupees 75 lakhs. In the return they gave him 'in perpetual possession' all the hill territories between the Ravi and the Indus-including Chamba. He thus got the entire Valley of Kashmir, outer hills between the Ravi and the Indus, as well as Ladakh (including Gilgit,

Baltistan and the Indus valley up to Chilas). Poonch was not recognised as independent of Jammu. (Dewan, Jammu, Kashmir and Ladakh: Jammu 2004)

Even though the Dogra rule consolidated Jammu region under one authority, it continued to reflect the heterogeneity within. The varied geographical composition of the Jammu region made desirable circumstances for the local rulers to evolve autonomous political culture. This tradition of local rule has been the peculiar feature of the region. Rather than having control of one strong ruler the region was known to be divided into as many as 22 principalities with each operating almost autonomously. Charak, the famous historian of Jammu traces the fragmented administrative and political control of the region to the ancient period. He links the physical terrain especially the mountainous features of this region with its administrative organization. (Charak 1997) The fragmentation of Jammu region into varied administrative control had its inferences for the politics of region. The rule of the local kings not only helped in the evolution of autonomous political culture but also greatly contributed to the concept of political pluralism.

DEMOGRAPHIC COMPOSITION AND SOCIAL STRUCTURE OF JAMMU

Due the varied geographical and historical features, the region of Jammu is least homogenous in its social composition. It is internally fragmented and can be broadly divided into three sub-regions viz. central sub-region of Jammu, and the two peripheral sub-regions of Poonch-Rajouri and Doda respectively. Despite the fact, that the Dogras were the Hindu rulers, Jammu region before 1947 was a predominantly the Muslim-majority region.

Table 1.1 : Religion -wise population of Jammu province in 1941, 1981, 2001

Census report	Hindus	Muslims	Sikhs	Christians	Buddhists
1941	36.48%	61.34%	1.95%	N.A.	.03%
1981	66.30%	29.58%	3.68%	N.A.	N.A.
2001	65.22%	30.68%	3.57%	0.36%	0.08%

The over-all demographic composition of Jammu region in the post 1947 period was drastically changed and it became a Hindu-majority region with more than 65% of Hindu population. A large part of Jammu with Muslim population was partitioned in the wake of tribal rebellion in some parts of the Muslim dominated areas of Jammu region. Thus, Muzaffarabad, Mirpur, Kotli, Bagh etc, were captured by rebellion forces aided by Pakistan and came to be known as Azad Kashmir. (Dewan, Jammu, Kashmir and Ladakh 2004)

However, on the Indian side of the Jammu region the Muslim population continued to form significant part of the Doda sub-region on the one side and Poonch-Rajouri sub-region on the other. Though Hindus forms a majority, the Muslims constitute substantial number and are in fact forming predominant majority in some of these areas. On the whole, the region presents a picture of heterogeneity and mixed society. The demographic composition of each sub-region is quite different and complex in itself. The minority group of one particular sub-region is in majority in the other and vice-versa. The religious complexity of Jammu region is not only defined by distinction at sub-regional level, but also by internal differentiations and multiple patterns within each sub-regional level. In addition to three sub-regions, Jammu province is divided into ten districts.

The central Jammu sub-region is dominated by 'Hindus', Jammu, Kathua, Samba and Reasi districts have overwhelming Hindu population. The district of Udhampur is also Hindu dominated but its upper areas like Gool, Arnas and Mahore have significant majority of Muslim population. Across the Pir-Panjal range there are Muslim dominated districts – Poonch and Rajouri on one side and Doda and Kishtwar on the other.

It is not only the religious diversity that makes it a plural society but also its linguistic and cultural composition. The central belt of the region has the strong influence of Dogra community, which is the single largest linguistic community of the region. About 54% of the population have *Dogri* as their mother-tongue. (Puri, Simmering Volcano 1983) They are the dominant ethnic group of Jammu region. Walter Lawrence notes,

The origin of word Dogra is commonly stated by the people themselves to be arisen from the fact that the cradle of the Dogra race lies between the two holy lakes, Saroinsar and Mansar, not far from Jammu. Drigartdesh, or the country of two hollows, was corrupted into Dugar, Dugra became Dogra. From Jammu stretching east along the plains of the Punjab, the country is Dogra; and all who live in that tract, whether they be Hindus, Musalmans or Sikhs, whether high born Rajputs or low born menials, are known as Dogras, and have certain national characteristics and common tongue, which differentiate them from any of the other peoples of India. (Lawrence 1985)

The Dogra culture is a synthetic culture and Hindus, Muslims and Sikhs in Jammu share it. The district of Kathua, Jammu, Samba, Reasi and Udhampur form the 'Dogra belt'. Though Jammu is known by its Dogra culture yet, there are predominant areas, which have their own distinct culture different from Dogra culture. In Doda sub-region, Muslims form the majority whereas Hindus are in sizeable minority. As per census report 2001, the Muslim-Hindu ratio of the sub-region is 55:45. Though the Muslims of Doda share cultural, lingual, religious ties with the Muslims of Kashmir valley, they have much in common with the Hindus of this area who also do not identify culturally with the Hindus of Jammu region. Being on the south of Kashmir, it has distinct Kashmiri influence with lots of people of Kashmiri origin – having migrated from Kashmir from time to time. Among the languages spoken in the sub-region include Siraji, Bhaderwahi, Kishtwari, Kashmiri, Pahari, Padari, Bhalasi etc. It is interesting to note the fact that though the people speak the different languages they are quite well versed in the languages that others speak.

The sub-region of Rajouri-Poonch is comprised of two districts viz. Rajouri and Poonch. Both of these districts were not the part of Dogra Empire and enjoyed an autonomous political space till 1846. Rajouri became the part of Jammu and Kashmir, via, Amritsar Treaty in 1846 and thus became one of the principalities of the Dogra kingdom, whereas Poonch remained an autonomous principality within the pre-1947 kingdom of Jammu and Kashmir for quite some time. Demographically, this area has a mixed population of Hindus, Muslims and Sikhs. Muslims form the majority here whereas, the Hindus form a substantial minority. Besides, the religious differentiation, there is diversity of other kinds linguistically and culturally, the population is comprised of Paharis, Dogras, and Kashmiris. The sub-region is also home to the Gujjar population of state. Gujjars and Bakerwals are nomadic tribes, having the Schedule tribe (ST) status. They are Muslims by faith but define themselves by their tribal rather than religious identity. Though they share faith with majority of the Paharis yet, there is a relationship of rivalry between the two. The reason for such rivalry lies in the demand of Paharis for similar ST status, as the Gujjars possess. The Pahari identity is comparatively more inclusive as almost all the religious groups of the region who are not enjoying the ST status, identify with the Pahari identity. The Pahari identity therefore, does not recognise any religious boundaries. Besides, Gujjars, Bakerwals and Paharis; Kashmiris mostly Muslim form another cultural-linguistic group of this sub-region. These are all people of Kashmiri origin who have migrated from Kashmir to this place at various points of time.

SUB CATEGORIES OF HINDUS IN JAMMU REGION

The Hindu population of the region though concentrated in the districts of Jammu, Kathua, Samba, Reasi and parts of Udhampur are spread in the rest of the region as well. In Rajouri, Kishtwar and Ramban they are in minority but almost at par with the majority community. It is only in Poonch and Doda districts that Hindus form a small minority.

The Hindu population of Jammu region is not homogenous and is internally fragmented on the basis of caste. Like in rest of northern India, the Hindus are divided between the Brahminical caste, the backward caste and the Dalits. However, it is mainly the division between the Brahminical caste and Dalits that is prominent. The predominant Dalit castes include Meghs, Doms, Batwals, Barwalas and Chamars. (Dewan, Jammu, Kashmir and Ladakh: Jammu 2004)

The Brahmins, Rajputs and Baniyas constitute the dominant and the privileged caste group. They are the most visible caste group both politically and economically. Whereas, Meghs, Doms, Batwals, Barwalas others form the under privileged groups. Caste in Jammu plays an important role both at social and political level. According to the census report 2001, schedule castes constitute about 7.6% of the total population of the state. However, Jammu has the concentration of Dalit population. Dalits constitute 16.17% of the total population of this region. (http://www.censusindia.govin/tables_published/scsr/dh_sc_jk.pdf. n.d.) Unlike the rest of the country, Dalits in the region are not landless peasants. In Jammu region, they are the main beneficiaries of the radical land reforms that took place in early fifties. Hence they are economically; much better off than Dalits in many other parts of the country. (Puri, Identities, Ideologies and Politics 2010)

Besides, the caste based differentiation there are linguistic, cultural, and tribal differentiations. The 'Hindus of Dogra cultural belt' forms a distinct category as compared to 'Hindus of the Pahari belt' of Poonch-Rajouri. Similarly the 'Hindus of the Chenab valley belt' of Doda sub-region are also a distinct category. The distinction is not only linguistic, but it is very much a cultural peculiarity.

MUSLIMS IN JAMMU

Muslims in Jammu form the integral part of its society. Jammu Muslims are culturally, ethnically and lingual different from the Kashmiri Muslim community. They can be broadly classified into the Gujjars and Bakerwals, Rajput Muslims, Dogra Muslims and Kashmiri Muslims.

Gujjars and Bakerwals are the most distinct community of Jammu region, claiming an identity different both from Hindus and Muslims of the state. Though they are hundred percent Muslims and are quite religious in their orientation, yet they do not want to be identified only as Muslims. They assert their tribal identity as Gujjars. They are mostly nomadic and generally rear cattle, speak Gojri language and are widely distributed in the whole region, (in Poonch, Rajouri, upper areas of Udhampur, and some parts of Jammu, Kathua and Doda).

Second category of Jammu Muslims is of 'Rajput Muslims', also known as Chibhalis. "They are so-called from the name of their country, Chibhal, which is the part of the outer hill region lying between Chinab and Jehlum rivers." (Singh 1997) As erstwhile Rajput community, they got converted to Islam but carried with them not only their Hindu surnames like rathores, jamwals, manhas, etc. but also practice many Hindu rituals and traditions in their day to day life. They are proud of their 'Rajput lineage' and distinguish themselves from other Muslims. As such they form a distinct ethno-lingual group and mostly speak Pahari language.

The next category of Muslims in the region is that of the 'Dogra Muslims'. This is very distinct category of Muslims who formed the elite within the Jammu region during Dogra period (1846-1947). The Dogra Muslims were loyal to the Dogra rulers and owned huge land estates. Like the Dogra Hindu elite, they were the beneficiaries of the privileges of the feudal system and were quite expose to modern education and other opportunities. They share with Dogra Hindus common cultural practices. They also share 'Dogri' language with the Hindu Dogras. They are mostly concentrated in the districts of Jammu, Udhampur and Kathua.

The fourth category of Muslims in Jammu is that of the 'Kashmiri Muslims'. From time to time the Kashmiri Muslims have migrated to various parts of Jammu region many due to natural calamities and political upheavals in Kashmir. While many of them got settled in the Doda sub-region, which lies adjacent to the Kashmir valley, besides, they spread themselves in various other parts of Jammu sub-regions including Poonch and Rajouri. However, they form a substantial part of the population of Doda sub-region. They speak Kashmiri and are culturally and emotionally closer to the Kashmiri Muslims. (Gupta, Jammu Muslims and Changing Paradigms of Identity n.d.)

INTERCOMMUNITY RELATIONS

The intercommunity relations in the region have remained amiable and cordial for most of the time. The region of Jammu is one of the fine examples of commonly 'shared cultural practices'. As in Valley, Sufi shrines form inseparable part of their culture, here in Jammu also Sufi shrines provide an important place for the interaction for the people belonging to the different religion and have ameliorated in developing harmonious intercommunity relations. Though, Jammu is popularly known as the 'City of Temples'. It also locates the significant numbers of Sufi Shrines that are scattered in all parts of the region. Besides, there are numerous examples of Sufi Shrines and temples lying side by side.

Hindus and Muslims in the Jammu region share amiable and cordial relation with each other. There are only rare occasions when the region experiences communal tensions. Till now, one can count three such moments when there evolved tensions among the communities. The first such moment was in 1931, when the whole state got engulfed in communal clashes. However, the reasons for such clashes were not local. These clashes were the repercussions of the Valley's progressive politics during the Dogra rule. The second moment of communal clashes was in 1947, when partition took place and the state was divided into two parts one administered by India and other by Pakistan. This was a traumatic moment for Hindus in the Muslims dominated part that came to be known as Azad Kashmir and for Muslims in Hindu dominated areas of the Jammu region. A number of Hindus have leave their homes and land from Muzzafarabad, Mirpur, Kotli, Rawalakote, Bagh etc. and many of them were killed. However, larger numbers of Muslims were killed in the Hindu dominated areas of Jammu region. Though not much research material is available about the period of partition but generally the Muslim killings are attributed to the outside element including the refugees from Punjab, the RSS and the Patiala armed forces. As Lalit Gupta argues,

"The Jammu Muslims, who till 1947, were part of the ruling elite, important members of the civil society, and comprising about half of the population in Jammu city, on one hand suffered the agony of communal strife which was unleashed in the wake of Pakistan sponsored Qabali raid during 1947. Large scale massacre of Hindu minority in the parts of the State which were occupied by the Pakistan sponsored raiders resulted into a Hindu backlash. And Muslims especially Gujjars, living in areas like Dansal, Bari Barahama, R.S. Pura, and Muslims in pockets of Udhampur district of Jammu division, were killed in large numbers...Other effected areas were Reasi and Udhampur. The places like that of the then united Poonch led by example where there were negligible killings of Hindus." (Gupta, Jammu Muslims and Changing Paradigms of Identity 2010)

The communal violence during this period didn't remain confined to the peripheries but soon got extended towards the central areas of the region. More recently, in the wake of the 'Amarnath agitation', 2008 there were incidences of communal clashes particularly in the towns of Samba, Rajouri, Baderwah. The Amarnath Land row was more a 'political agitation' projecting the political and economic discontent of Jammuites. At the same time religious slogans, were intensively used to mobilize the masses. It took a violent look and eroded the secular and moderate ethos of Jammu society. Though history of the state has many fine instances and is the evident of the fact that provocations could be sustained for a longer period of time. Therefore, the above picture of the society in Jammu region depicts its complex and diverse nature, which is a living instance of mutual-coexistence and plurality.

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ROLE OF INFORMATION TECHNOLOGY IN INDIAN BANKING INDUSTRY

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ABSTRACT

Information technology refers to the acquisition, processing, storage and dissemination of all types of information using computer technology and telecommunication systems. Technology includes all matters concerned with the furtherance of computer science and technology and with the design, development, installation and implementation of information system and applications. Information technology includes ancillary equipment, software, firmware and similar procedures, services etc. Modern high throughput technologies are providing vast amounts of the sequences, expressions and functional data for genes and protein. One of the most difficult challenges is turning this enormous pool of information into useful scientific insight and novel therapeutic products.

Commercial Banks in India are now becoming a one-stop Supermarket. The focus is shifting from mass banking to class banking with the introduction of value added and customized products. Technology allows banks to create what looks like a branch in a business building's lobby without having to hire manpower for manual operations. The branches are running on the concept of 24 X 7 working, made possible by the use of Tele banking, ATMs, Internet banking, Mobile banking and E -banking. These technologies driven delivery channels are being used to reach out to maximum number of customers at lower cost and in most efficient manner. The beauty of these banking innovations is that it puts both banker and customer in a win- win situation. Effective use of technology has a multiplier effect on growth and development.

Keywords: Computer, Information Technology, Telecommunications

INTRODUCTION

Information technology in banking sector refers to the use of sophisticated information and communication technologies together with computer science to enable banks to offer better services to its customers in a secure, reliable and affordable manner and sustain competitive advantage over other banks. Banks are no longer restricted themselves to traditional banking activities, but explore newer avenues to increase business and capture new market by implementing the new technology.

In the development of Indian Economy, Banking sector plays a very important and crucial role. With the use of technology there had been an increase in penetration, productivity and efficiency. It has not only increased the cost effectiveness but also has helped in making small value transactions viable. It also enhances choices, creates new markets, and improves productivity and efficiency. Banking sector always stand at the forefront of the economy and innovation has paramount concern to the application of modern technical devices. Electronic delivery channels, ATMs, variety of cards, web based banking, and mobile banking are the names of few outcomes of the process of automation and computerization in Indian banking sector. With I.T revolution, banks are increasingly interconnecting their computer systems not only across branches in a city but also to other geographic locations which high-speed network infrastructure and setting up local areas and networks are now exposed to a growing number. The customers have high expectations and have become more demanding now as they are also more techno-savvy as compared to their counterparts of the yesteryears. They demand instant, anything and anywhere banking facilities. Though Reserve Bank of India has formulated many policies on adoption of I.T. in the overall working of the commercial banks in India, yet there is an urgent need to address the issues involved in this respect to compete with the banks at international level.

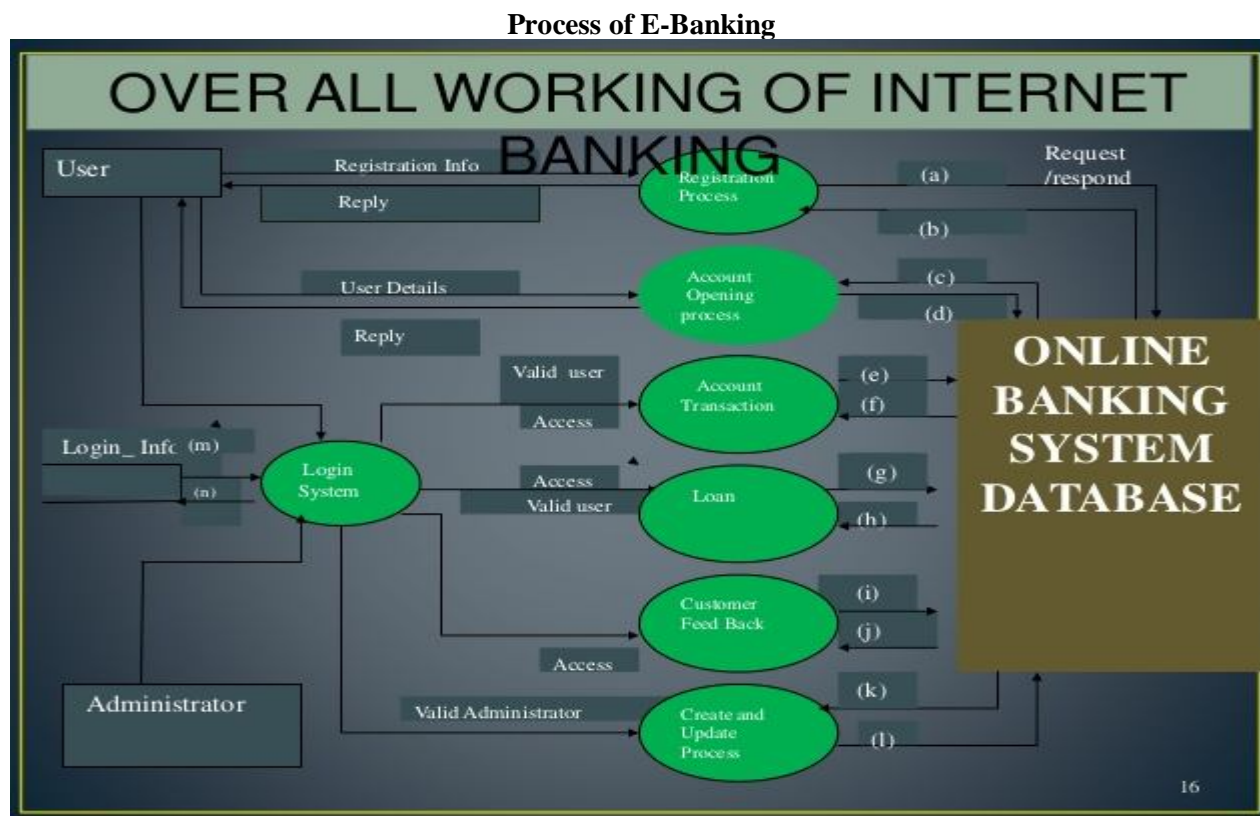
E-BANKING

Electronic banking is generally an extension of traditional banking, using the internet as an electric delivery channel for banking products and services. E-banking is a range of banking services that utilizes electronic equipment and includes Telephone banking, Net Banking, ATM, Debit/Credit Card. EFT, AFT etc. Many banks have modernized their services with the facilities of computer and electronic equipments. The electronics revolution has made it possible to provide ease and flexibility in banking operations to the benefit of the customer.

The e-banking has made the customer say good-bye to huge account registers and large paper bank accounts. The use of ATM's lead to the concept of „anywhere“ and „anytime“ banking. Through the use of ATM cards, one can operate his bank account to withdraw money from any of the bank's ATM installed or available at the

nearest site. This had broken down the time and space barriers. The new banks providing some of the services exclusively through ATM's.

The growing popularity of personal computers, easy access to internet and World Wide Web (WWW), has increased the use of internet by banks as a channel for receiving instructions and also delivering their products and services to the customers. This is generally referred to as „Internet Banking“ or Net Banking. This is one of the newer form e-banking which is gaining popularity. Process of E-banking starts with opening the website and ends with making the payment. But this process is continuous running which are shown in the diagram given below:



TRANSFORMATION OF INDIAN BANKING

Indian banking has undergone a total transformation over the last decade. Moving seamlessly from a manual, scale-constrained environment to a technological leading position, it has been a miracle. Such a transformation takes place in such a short span of time with such a low cost.

Since, independence Indian banks have undergone through various phases which can be categorized as Pre-Reform Period and Post Reform period-A period of consolidation of banks up to 1966, historic expansion in both geographical and functional terms from 1966-1980, consolidation of branches from mid 1980-1991. Entry of technology in Indian banking industry can be traced back to the Rangrajan committee Report, way back in the 1980s but during the 1990s, the banking sector witnessed various liberalization measures. One of the major objectives of Indian banking sector reforms was to encourage operational self-sufficiency, flexibility and competition in the system and to increase the banking standards in India to the international best practices. The second phase of reforms began in 1997 with aim to reorganization measures, human capital development, technological up-gradation, structural development which helped them for achieving universal benchmarks in terms of prudential norms and pre-eminent practices. With the ease of licensing norms, new private & foreign banks emerged-equipped with latest technology. Deregulation has opened up new opportunities for banks to increase revenues by diversifying into investment banking, insurance, credit cards, mortgage financing, depository services, securitization, etc. The role of banking is redefined from a mere financial intermediary to service provider of various financial services under one roof acting like a financial supermarket.

OBJECTIVES OF THE STUDY

- To understand process of IT services provided by Indian banks.
- To analyze the impact of IT in Indian banking industry.
- To examine the extent of use of the IT enabled services in Indian banking.

TECHNOLOGICAL EVOLUTION OF IT IN INDIAN BANKING INDUSTRY

The technological evolution of the Indian banking industry has been largely directed by the various committees set up by the RBI and the government of India to review the implementation of technological change. No major breakthrough in technology implementation was achieved by the industry till the early 80s, though some working groups and committees made stray references to the need for mechanization of some banking processes. The early 1980s were instrumental in the introduction of mechanization and computerization in Indian banks. This was the period when banks as well as the RBI went very slow on mechanization, carefully avoiding the use of “computers” to avoid resistance from employee unions. However, this was the critical period acting as the icebreaker, which led to the slow and steady move towards large scale technology adoption.

IMPORTANT EVENTS IN EVOLUTION OF IT

- The introduction of MICR based cheque processing – a first for the region, during the years 1986-88.
- Arrival of card-based payments- Debit/ Credit card in late 1980s and 90s.
- Introduction of Electronic Clearing Services (ECS) in late 1990s.
- In 1994 RBI constituted a committee for technical up gradation of bank Based on the recommendations of the committee the Institute for Development and Research in Banking Technology (IDRBT) was established in 1996.
- In 1999 the collaborative efforts of IDRBT and RBI developed a satellite based wide area network known as Indian Financial Network (INFINET).The network is restrictive to be used by banks and financial institutions only.
- Introduction of Electronic Fund Transfer (EFT) in early 2000s.
- Introduction of RTGS in March 2004.
- Introduction of National Electronic Fund Transfer (NEFT) as a replacement to Electronic Fund Transfer/Special Electronic Fund Transfer in 2005/2006.
- Cheque Truncation System (CTS) or Image-based Clearing System (ICS), in India, is a project undertaken by the Reserve Bank of India (RBI) in 2008, for faster clearing of cheques.

1) E-Cheques

E-cheques (Electronic Cheques) are a form of electronic tokens designed to make payments through the internet and performs the same functions as a conventional paper cheque. As the cheque is in an electronic form, it can be processed in fewer steps and has more security checks than a standard paper cheque, like authentication, public key cryptography, digital signature, encryption, etc. With the amendments in Negotiable Instruments Act, 1881, an e-cheque has become legalized since 2002. These cheques make the transfer process faster, due to the use of conventional encryption

2) NEFT and RTGS

National Electronics Fund Transfer (NEFT), started in November 2005, is a nationwide fund transfer system that can move funds from an individual's bank account to any other bank account within the country. Real Time Gross Settlement (RTGS) that was introduced in 2004, transfers money from one bank to another on a “real time” and on “gross” basis.

Here, “real time” means the transaction is not subject to any waiting period and “gross” means the transaction is settled on one to one basis without bunching or netting with any other transaction. The difference between NEFT and RTGS is that the latter is only for an amount exceeding Rs. 2 lakhs and the former is for transactions of any amount.

3) Point of Sale (POS) Terminals

POS terminals are electronic devices, which are used to process (Dr. and Cr.) card payments at retail locations. It can be considered as a computerized replacement for a cash register. This system has the ability to track and record customer orders, process credit and debit cards, connect to other systems in a network, and manage inventory. These terminals make extensive use of the technology and enable banks to quickly process the payments.

4) Mobile Banking

The banking has now come in the hands of the customers, with the introduction of mobile banking in 2002 and continuous developments since then. Today, a customer can perform, a number of functions like checking

account balance, transferring money, making a fixed/recurring deposit, recharging a phone, paying different kinds of bills, etc. with the help of a Smartphone and internet.

Automated Teller Machine (ATM) - ATMs were introduced to the Indian banking industry in the early 1990s initiated by foreign banks. It is perhaps most revolutionary aspect of virtual banking. The facility to use ATM is provided through plastic cards with magnetic strip containing information about the customer as well as the bank. In today's world ATMs are the most useful tool to ensure the concept of "Any Time Banking" and "Any Where Banking".

Branches and ATMs of scheduled commercial bank as on MAY-2017

Bank Type	No. of	On Site	Off Site	Total
	Branches	ATMS	ATMs	ATMs
Nationalized Banks	33,627	38,606	22,265	60,871
State Bank of India	13,661	28,926	22,827	51,753
Old Private Sector Banks	4,511	4,761	4,624	9,385
New Private Sector Banks	1,685	12,546	26,839	39,385
Foreign Banks	242	295	854	1,149
TOTAL	53,726	85,134	77,409	162,543

Phone Banking- Customers can now dial up the banks designed telephone number and he by dialing his ID number will be able to get connectivity to bank's designated computer. By using Automatic voice recorder (AVR) for simple queries and transactions and manned phone terminals for complicated queries and transactions, the customer can actually do entire non-cash relating banking on telephone: Anywhere, Anytime.

Tele Banking-Tele banking is another innovation, which provided the facility of 24 hour banking to the customer. Tele-banking is based on the voice processing facility available on bank computers. The caller usually a customer calls the bank anytime and can enquire balance in his account or other transaction history. Tele banking is becoming popular since queries at ATM's are now becoming too long.

Internet Banking-Internet banking enables a customer to do banking transactions through the bank's website on the Internet. It is a system of accessing accounts and general information on bank products and services through a computer while sitting in its office or home. This is also called virtual banking.

Mobile Banking-Mobile banking facility is an extension of internet banking. Mobile banking services are provided to the customers having the credit card accounts with bank. In mobile banking, the services are provided by the association of banks and cellular service providers through SMS or WAP enabled mobile instruments.

Customer Relationship Management (CRM) - (CRM) refers to the methodologies and tools that help businesses manage customer relationships in an organized way-finding, getting and retaining customers. CRM processes that help to provide employees with the information they need to know their customers' wants and needs and build relationships between the company and its customers.

CONCLUSION

Information Technology offers enormous potential and various opportunities to the Indian banking sector. It provides cost-effective, rapid and systematic provision of services to the customer. The efficient use of technology has facilitated accurate and timely management of the increased transaction volumes of banks which comes with larger customer base. Indian banking industry is greatly benefiting from I.T. revolution all over the world.

Another concept i.e. Virtual banking or Direct Banking is now gaining importance all over the world. According to this concept Banks offer Products, services and financial transaction through only through electronic delivery channels generally without any physical branch. This concept already has been tested in advanced countries such as U.S and Europe. Owing to lower branch Maintenance and manpower cost such banks are able to offer competitive pricing for their product and services as compared to traditional banks. In India also the technology –savvy bank will adopt this concept. To be competitive with this globalized era Indian banks should also adopt this concept. The Indian banks lag far behind the international banks in providing online banking. In fact, this is not possible without creating sufficient infrastructure or presence of sufficient number of users. Technology is going to hold the key to future of banking. So banks should try to find out the trigger of change. Indian Banks need to focus on swift and continued infusion of technology

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MIGRATION IN URBAN SETTING: A CASE OF CHANGJIJI (THIMPHU) BHUTAN

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INTRODUCTION

Migration has been defined as movement of people from one place to another. In the modern age it refers to the trends of disappointment and movement made by individuals with the hope to find more personal convenience. The main purpose of this migration is to better their material and social condition. Its role in economic development by reallocation of labor force from agriculture to industrial and service sectors is well recognized. Human history records that more people have migrated inland and even internationally in recent time for different reasons due to economic, socio-cultural and demographic factors. People move to improve living standards, give children better opportunities, to escape from poverty, conflict and famine. According to BYC (2010), living conditions in rural areas are the main reasons for migrating to urban areas. Modern transport and communication have motivated and enabled more people to move.

The migration creates need for increasing urban social services such as education and health as also puts pressure on physical infrastructure such as housing, water etc. In addition, many social problems have cropped up due to increasing flow of people to urban areas. Moreover, little is done to create urban environment conducive for migrants and hence those who cannot overcome urban challenges resort to drugs and alcohol, and become unproductive members of society. Thus the question of human identity arises as to how the migrant character will cope with new life places. Many of them suffer from uncertainties, insecurities and communication problem.

Two decades ago, Changjiji had beautiful green paddy fields, transformed into a housing colony, in 2006 by National Housing and Development Corporation (NHDC) initiative. It was built for low income people and flats were delivered at cheaper prices, including park for children, walk ways, benches, etc even a *mani dungkhor* for senior citizens on an acre of land within the housing complex. Despite negative impacts, construction activities in the park to provide play stations and other facilities are still going on by NHDC with financial assistance from Rural Education and Development (READ) Bhutan. There are around 5000 residents having most fragile neighborhood owing to hitherto non-existing issues festering Changjiji such as rapid modernization, poverty, gang violence, drugs, general 'youth problems'.

OBJECTIVES

The main objectives of present study are to find out the major causes of migration; to study the socio-economic impacts of migration in Changjiji; and, to study migrants' satisfaction with available basic facilities.

LITERATURE REVIEW

According to Dennis (2009), migration is movement of people from one place to another which can be international between different countries or internal (within a country, often from rural to urban areas). The search for reasons of migration by Hicks (1932) and main idea of neoclassical models is 'wage differential leads to migration'. These theories concluded migration as answer to wage differential problems, because when people migrate from place of low income to high income, labor deficiencies in place of origin pushes wages up which is supported by Heckscher-Ohlin theory. Further, Heckscher-Ohlin model points out that free mobility of commodities can serve as substitute for labor mobility. Homi Bhabha emphasizes the fact that the migrant individual is appreciated, in the present World, not by his clinging to his pre-given ethnic morals and cultural tradition but by 'the power of tradition to be re-described through the conditions of contingency and contradictoriness that attend upon the lives of those who are in minority' (Bhabha, 1994).

Glover et. al. (2001) found that migrants move to improve living standard, better opportunities for children, escape from poverty, conflict and famine. Push-pull migration theory (Lee, 1978) talks about three factors influencing people to migrate. First, the push factors like unemployment, lack of job offers, low salary and long working hours, unstable and irregular salaries, poor working environment, lack of opportunities for further development, and other basic facilities, lead people to migrate to another place. On the other hand, factors like wide choice of job offers, relatively higher salaries, stable income, sufficient modern equipments; access to sports and recreation facilities, and better opportunities for promotions attracts people from different places, which are termed as pull factors. At present, experience of higher degree of migration, peaking in human history, has become a concern for governments. Moreover, migrants are mostly men who remain unemployed for longer period and students.

Similarly, Admin (2012) unveils that Indian people migrate from rural to urban areas mainly due to poverty, high population pressure on rural land, and lack of basic infrastructural facilities like health care, education, and natural disasters such as flood, drought, cyclonic storms, earthquake, etc. These reasons can be described as uneven distribution of opportunities over space. Same conclusion has also been drawn by Gimba and Kumshe (2012). Additionally, search for better wages, education, political and social stability, better technologies, and business opportunities were main causes of migration to urban centres. Besides, poverty, unemployment, crop failures, inadequate social amenities and facilities in rural areas such as clean water, electricity, good roads, hospitals, schools and vocational centres were also factors which attract people to cities. In Salman Rushdie's words 'the distinguishing feature of our time is mass migration, mass displacement, globalized finances and industries' (Rushdie, 2002). The word 'migration' in modern age possesses a wide range of complexities of meaning and covers significant issues as the economic and social one.

Table-1: Reasons of Migration

Reasons for migration	Push	Pull
Socio-cultural	Social discrimination, family expansion, crime, religious restrictions and social injustice	Family reunion, family or community commitments, education and cultural opportunities, health services
Political	Political instability, ethnic conflict, propaganda	Access to public services
Economic	Poverty, unemployment, slow economic growth, low wages, land tenure issues, landlessness, mechanization of agriculture, depleting resources, lack of infrastructure	Employment and business opportunities, higher wages, potential better standard of living
Environmental	Environmental degradation, natural disasters, food security, disease, climate change and water scarcity	Lack of or high number of people space, environmental quality

Source: Mohanty N. (2009:1)

From migrants' perspective, migration is a good process of human settlement. Migrants and their relatives are economically benefitted, states BYC (2010). Migrants often go to cities in search of job opportunities and remit cash for families in rural areas. They develop regional, national and sometimes even international relations through multi-faceted networks which include, amongst other things, direct economic linkages, political relationships, policy and trade regimes and informal contacts. In addition, they also provide information to their relatives at home about job opportunities and other urban facilities. In all, migration theorists establish positive correlation between migration and economic development.

At the same time, there are negative consequences to migrants, their relatives and host region people which include misallocation of labor force between rural-urban sectors in which it raises urban unemployment, underemployment and poverty, and increase in social cost of public services (Admin, 2012). BYC (2010), states that one main consequence of increasing rural-urban migration is housing delivery in metropolitan cities. Brockerhoff (1994) finds shortage of jobs and social services, environmental degradation, increased threat to health of migrants' children as well as host urbanites. Moreover, when parents migrate leaving behind children, they suffer from psychological problems such as feeling of abandonment, sadness, rejection, despondence, despair, anger, lack of trust, and low self-esteem.

One significant impact is loss of productive human resources. Especially in Bhutan and other underdeveloped / developing countries, families survive with the help of father or eldest son. Other problems of internal migration include lowering quality of life through destruction of resources, increased rate of crime and lower rate of development in rural areas. Migration will be forever due to population growth. Some move to urban areas temporarily and others permanently. Temporary movement is largely for employment, or education. A small proportion move to live with another family member, or children accompanying a parental move. Permanent migration is challenged by sub-national data which show strong ties between urban-rural populace in the form of temporary or circular migration.

In Bhutan, rising incidents of *gungtongs* (vacant households) impeded rural tax collection, *gewog* socio-economic activities, incapacitated gewogs in combating natural disasters like forest fires, leaving *lhakhangs* and *goendheys* vulnerable as villages become empty and there is no one to take care of historical and religious monuments. It may also lead to drain of competent candidates for local government and parliamentary elections. In Haa, people from across the border have begun encroaching into Bhutanese pasturelands, after herders migrated. Similarly, rural-urban migration is losing cordyceps to people across the border in Laya and Soe.

RESEARCH METHODOLOGY

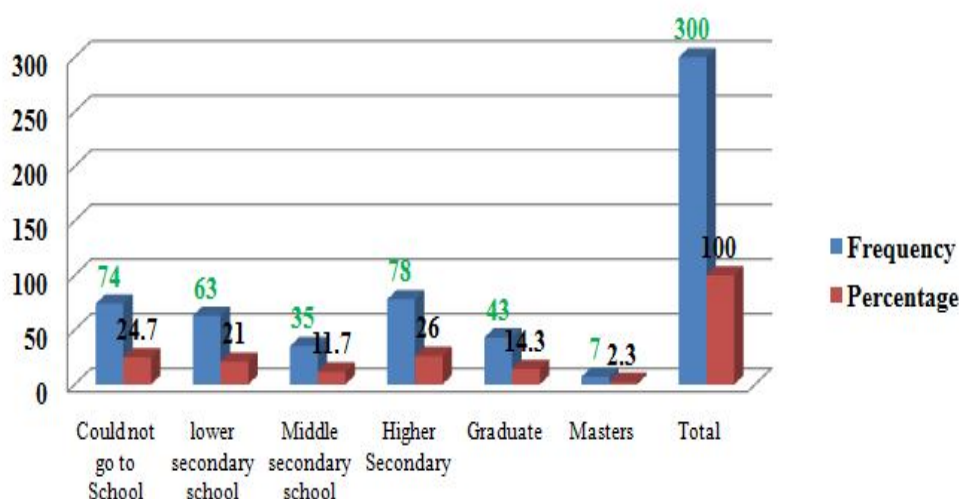
Changjiji having 600 households was selected for the study since it has migrants from all Dzongkhags thriving on various income sources and opportunities replicating country's economy as a whole. The population studied consists of all households. A convenient sample of 300 respondents was selected for easy accessibility. The data collection was done through questionnaire with close-ended questions with parameters such as gender and marital status, level of education, causes of migration, level of satisfaction derived from available facilities, prominent problems of the area, respondents' views and alcoholism, etc. In addition, face-to-face interviews with respondents and colony head were also conducted. The interview schedule included who were unable to write. Data were analyzed with SPSS version 11.5 and, MS-Excel 07. (Data collected are compiled in Tables 2 to 12, given in appendices).

DATA INTERPRETATION AND ANALYSIS

1. PROFILE DESCRIPTION

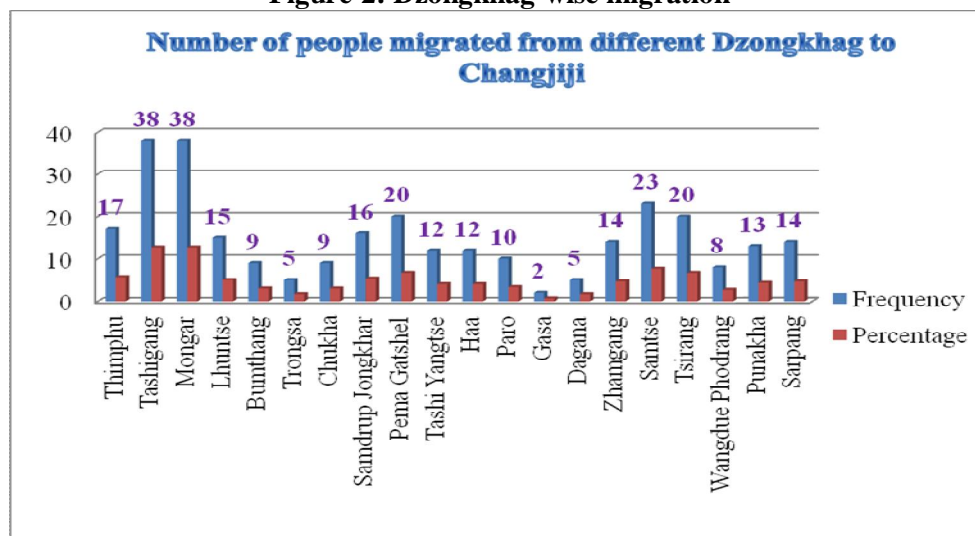
- a. **Gender and Marital Status:** Out of 300 respondents, majority 52% are males and 48% are females (Table-2); 83 (27.67%) were unmarried, 207 (69%) married, 8 were divorced and 2 widowed. Population, for this study, is above 15 years of age.
- b. **Level of education:** Majority of Changjiji residents (75.3%) was literate but a sizeable 24.7% could not go to school (Figure-1). Out of literate respondents, 26% had completed higher secondary, 21% lower secondary and 11.7% are middle secondary dropouts; 14.3% were university undergraduates and only 2.3% postgraduates.

Figure-1
Educational Level



- c. **Dzongkhag-wise Migration:** People living in Changjiji have migrated from all over Bhutan (Figure-2). Of 300 surveyed, highest are from Trashigang and Mongar Dzongkhags, i.e., 38 or 12.67% each. Likewise, 23 from Samtse (7.67%) and 20 from Pema Gatshel and Tsirang (6.67% each), 17 or (5.67%) were from Thimphu; and 16 from Samdrup Jongkhar and 15 from Lhuntse comprised 5.33% and 5% respectively. 14 or 4.67% were from Zhamgang and Sarpang in equal numbers and 12 each from Tashi Yangtse and Haa. Likewise, 10 from Paro (3.33%) and 9 each from Bumthang and Chukha (3% each). There were 8 from Wangdiphrodrang and 5 each from Trongsa and Dagana (1.67%) and finally 2 were from Gasa (0.67%).

Figure-2: Dzongkhag-wise migration



Trashigang and Mongar dzongkhags witnessed maximum exodus due to lack of basic facilities and in search of jobs and for business in urban areas. Likewise, those from Samtse, Tsurang and Pema Gatsel, mostly civil servants likened Changjiji to settle. People came from Gasa, Trongsa and Dagana owing to sparsely populated and low literacy rate.

d. Selecting Changjiji for settling: Out of 300, 187 (62.3%) constituting 94 males and 93 females settled in Changjiji for affordable accommodation; of these 187, 48 respondents had never been to school, mostly being housewives and relatives in age groups of 26-45, and 74.3% were literate studied up to class 10 and 12, followed by some graduates and masters. Likewise, 50 (16.67%) came to Changjiji being near to their work place. Some people migrated due to other reasons (12.67%) followed by no other alternative (8.33%).

2. CAUSES OF MIGRATION

Changjiji residents have migrated for several reasons and 164, i.e. 54.67 % for **employment** are mostly male (Table-3). Male employment seekers were 68.9% between 26-45 years and female 31.09% of 26-35 years. People also came for better **education** constituting 11.67% mostly males. Total 35 who settled for better education, nearly two-third were males between 15-25 years. Some had migrated to **live with spouses** as government employee migrants bring their families to live together. In this category, 93.9% migrants were females of 26-45 years. Changjiji being a business hub, out of 300, more than 10% migrated **to do business**, 54.84% comprised of females. Only 1.33 % migrated for **lack of infrastructure and recreation facilities** in place of origin.

Therefore, majority of male migrated for employment while women came to live with spouses. The computed value of chi-square test is .000 being *lesser* than alpha value of .05; hence, difference in reasons was significant and established correlation between genders.

3. SOCIO-ECONOMIC IMPACTS OF MIGRATION

Out of 300, 281(93.67%) of 15-45 years, **achieved reason** of migration (Table-4) such as employment and better education for children while only 19 (6.33%) of 15-45 year old migrants could not fulfill their dream are creating disturbance.

This locality has facilities like 24×7 water supply, electricity and convenient parking, and work place proximity. More than 20% respondents, of 26-35 years, 11 male and 12 female, agreed strongly and were **satisfied with available facilities** (Table-5) while 2.33% strongly disagreed. Out of 300 respondents, 53% comprising of 25 male and 29 females, in age group of 26-35, agreed were satisfied while 8% not satisfied for lack of water and electricity and 16% were indifferent. The car parking, untidy surroundings and theft of vehicle spare parts of vehicles being faced is corroborated by NHDC officials.

Most residents **lived economically balanced life**; 18% of 300, in age group of 26-53 years comprising 7 males and 12 females, strongly agreed while 52%, in age group of 26-35 years, comprising of 27 males and 29 females agreed of living economically balanced life (Table-6). Whereas 9 % respondents comprising 5 males and 4 females, of age 36-45 years disagreed and 21% remained neutral. However, 0.33% strongly disagreed balanced economic living. Residents, in age group of 26-53 years, felt economically balanced life are of working age

group. They get business opportunity to earn more than other places due to more customers and ongoing development activities.

After coming to Changjiji, persons of 26-35 years, 24.33% comprising of 11 males and 20 females, strongly agreed while 0.33% strongly disagreed about **improved living standard** (Table-7). 51%, belonging to 26- 35 years age group comprising of 22 males and 30 females, agreed but respondents in age groups of 15-25 and 36-45 years disagreed to living standard improvement. In age group of 36-45 years, 4% disagreed and 20% were neutral. Being located in heart of Thimphu, mostly agreed of living standard improvement. They have access to education, health and transport facilities. In this housing colony tenants pay lesser amount of rent which is saved and utilized for other purposes. But residents with low income and more dependents are less fortunate.

94 (31.33%), of 300 respondents, comprising of 42 males and 52 females faced problems but a massive 206 (68.67%) comprising 114 males and 92 females didn't face **problem in child rearing and caring relatives**. 41 respondents in age group of 26-35, 23 in age group of 15-25 and 36-45 and 17 in age group of 46 and above had child rearing and caring of relatives problems (Table-8). However, 58 in age group of 26-35, 56 in age group of 15-25, 67 in age group of 36-45 and 25 in age group of 46 and above, did not face such difficulties. The group not facing problems seems to be high income group or spends less for house rents or less dependants. But large families had hardships in child rearing and caring relatives.

196 respondents (69%) (99 males (51%) and 97 females (49%)) which includes 56 in age group of 15-25 and 36-45, 68 of 26-35 and 16 in age group of 46 and above, confirmed **consumption of alcohol** by majority in Changjiji but 104 (35%) (57 males (55%) and 47 females (45%)) including 25 in the age group of 15-25, 29 of 26-35, 34 of 36-45 and 16 in the age group of 46 and above, didn't think so (Table-9). However, obtained value of chi-square test .557 being *larger* than alpha value of .05 was insignificant, meant gender and views on consumption of alcohol were not correlated. Males and females had identical views validating, most youth, in age of 15-45, consumed alcohol.

Huge numbers of residents live in this congested township sharing limited facilities. However, 157 (52.33%) respondents in age group of 15-45 years, especially 83 males didn't think of (Table-10) inadequate basic facilities, these males have wives at home doing household chores in line with time of facilities, eg, water supply timings. Whereas 143 (47.67%) out of 300 surveyed, had problem with **inadequate basic facilities**. Those living single face such problems. The chi-square test value is .842, *greater* than alpha value of .05, being insignificant, meant both males and females do not suffer inadequate basic facilities.

Majority of residents lived **socially secured life**, 11.67% respondents strongly agreed while 3.67% strongly disagreed with 'I feel socially secured to be in Changjiji'. However, 40.33% agreed being secured and 14% respondents disagreed (Table-11). Those who feel insecure might have encountered youth related problems, theft and hooliganism, in fact many were apprehended loitering and creating nuisance. A category of 30% neutral respondents existed being clueless about social security. However, records do exist of robbery and murders; such rarest of rare incidents happened due to increased population as per NHDC.

Out of 300, 168 (56%) consisting 89 male and 79 female respondents agreed about **expecting a brighter future in Changjiji** in the long run (Table-12) while 93 respondents (31%) were neutral, and 39 (13%) disagreed. 168 out of 300 thought of brighter future in the long run as they pay less rent, save for their children and future. However, unemployed create problems today and high probabilities of more problems may be expected in future.

4. PROMINENT PROBLEMS AT CHANGJII

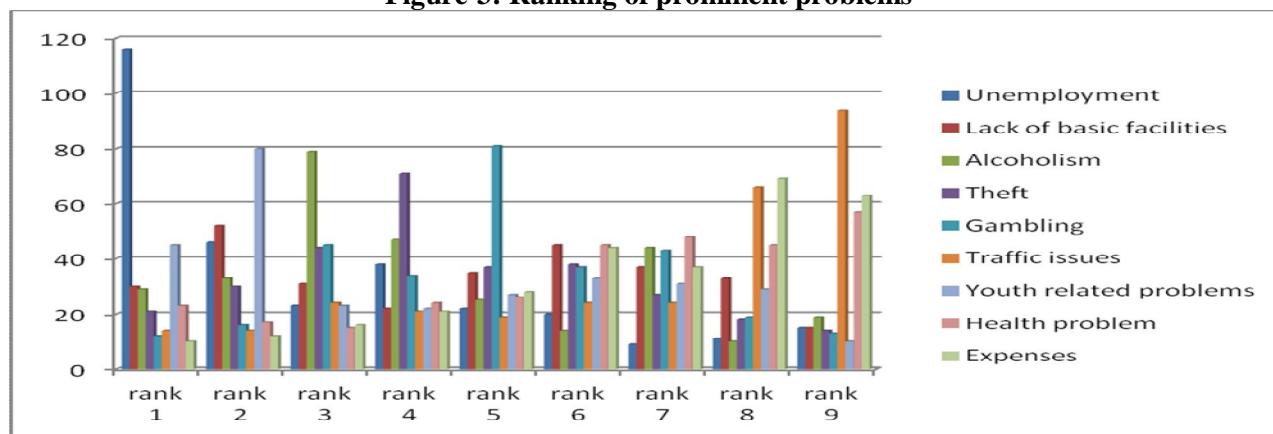
Ranking of problems of Changjiji on 1 to 9 scale presented in Figure-3 and Table-13 shows, 116 respondents (38.67%) thought unemployment first, 80 or 26.67% ranked 'youth related' as second, and 79 or 26.33% marked alcoholism as third major followed by theft and gambling as fourth (23.67%) and fifth (27%) problems respectively because often consuming

Table- 13: Ranking of prominent problems

Problems	rank 1	rank 2	rank 3	rank 4	rank 5	rank 6	rank 7	rank 8	rank 9
Unemployment	116	46	23	38	22	20	9	11	15
Lack of basic facilities	30	52	31	22	35	45	37	33	15
Alcoholism	29	33	79	47	25	14	44	10	19
Theft	21	30	44	71	37	38	27	18	14

Gambling	12	16	45	34	81	37	43	19	13
Traffic issues	14	14	24	21	19	24	24	66	94
Youth related problems	45	80	23	22	27	33	31	29	10
Health problem	23	17	15	24	26	45	48	45	57
Expenses	10	12	16	21	28	44	37	69	63

Figure-3: Ranking of prominent problems



alcohol leads to theft and gambling . Lack of basic facilities (15.33%), health (15.67%), expenses (23%) and traffic issue (31.33%) have been given sixth, seventh, eighth and ninth ranks respectively.

Majority in Changjiji have ranked unemployment as first indicating unemployed youths and second ‘youth related problem’ arising due to lack of employment. Alcoholism is ranked as third, most go alcoholic under friends’ influence and few for pleasure. Theft and gambling are ranked fourth and fifth respectively because majority consume alcohol leading to theft and gambling. Lack of basic facilities, health problem, expenses and traffic issue are ranked sixth, seventh, eighth and ninth respectively.

CONCLUSION

It is unique case of internal migration all its inhabitants being migrants. Our objective was to know main reasons of migration, impact and satisfaction about basic facilities in urban setting wherein most people settled from eastern part of country’s Mongar and Trashigang Dzongkhags due to pull and push factors. This rural-urban migration study investigated social, economic and cultural effect of rapid urbanization in Bhutan. Most occupants are of low income group and hail from all over Bhutan. The main reasons are to get higher education, government / professional jobs and low rents as well. They were happy, socio-economically secured and satisfied with available basic facilities. Majority didn’t have hardship in child rearing and care of relatives. Despite facing unemployment, youth related and alcoholism issues, being in Changjiji brighter future is expected by most. Migration has resulted in excessive garbage and waste disposal issues. Thimphu City Corporation is contemplating on youth association, cinema hall, children parks and improved educational avenues.

SUGGESTIONS

The royal government of Bhutan should provide equal employment opportunities across the country. To exercise rent control over private houses, NHD may frame standard house rents affordable by low income earners. Changjiji residents can be classified in economic categories and night patrolling may also be introduced.

Townships should be encouraged, particularly in eastern part of the country, for better services, jobs and market outlets to rural communities in vicinity. The rural development approach of supporting rural communities to become economically viable and adequately serviced should be intensified, including augmenting rural infrastructure, transport, electrification, mechanization, communications, market outlets, and social services such as education and health care.

Leading cause of *gungtong* is rural-urban migration and its prevention / reduction is required to address it. *Gungtongs* can be controlled, by introducing employment avenues in villages, since there is enough human resource with thousands of youth unemployed. Introduction of new developmental plans can attract, who have left, to rural backwaters. It is important to tackle *gungtong* issue especially in districts in east Bhutan like Pemagatshel, Trashigang and Samdrupjongkhar.

LIMITATIONS

This study is useful for short term reference; inaccessibility to accurate information as some respondents were reluctant to provide correct information; and, small sample size due to financial hardship being main constraints.

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APPENDIX

Table-2: Gender and Marital status

Marital status			Age				Total
			15-25	26-35	36-45	46 and above	
Single	Gender	Male	37	11	2	1	51
		Female	27	3	2	0	32
	Total		64	14	4	1	83
Married	Gender	Male	4	32	46	20	102
		Female	13	45	37	10	105
	Total		17	77	83	30	207
Divorced	Gender	Male		1	2		3
		Female		4	1		5
	Total			5	3		8
Widowed	Gender	Female		1		1	2
	Total			1		1	2

Table-3: Reason for migrating

Reason for migrating			Age				Total
			15-25	26-35	36-45	46 and above	
Employment	Gender	Male	15	35	45	18	113
		Female	13	22	14	2	51
	Total		28	57	59	20	164
Better Education	Gender	Male	21	1	1		23
		Female	10	0	2		12
	Total		31	1	3		35
Business	Gender	Male	4	6	3	1	14
		Female	4	6	6	1	17
	Total		8	12	9	2	31
To live with spouse	Gender	Male	1	1	1	1	4
		Female	12	25	17	8	62
	Total		13	26	18	9	66
Lack of facilities	Gender	Male	0	1	0	1	2
		Female	1	0	1	0	2
	Total		1	1	1	1	4

Table-4: Fulfilled reason of migration

Fulfilled reason of migration			Age				Total
			15-25	26-35	36-45	46 and above	
Yes	Gender	Male	36	39	47	21	143
		Female	38	52	37	11	138
	Total		74	91	84	32	281
No	Gender	Male	5	5	3		13
		Female	2	1	3		6
	Total		7	6	6		19

Table-5: Satisfaction with available facilities

Satisfied with available facilities			Age				Total
			15-25	26-35	36-45	46 and above	
Strongly Agree	Gender	Male	6	11	6	6	29
		Female	4	12	14	2	32
	Total		10	23	20	8	61
Agree	Gender	Male	20	25	30	12	87
		Female	22	29	16	5	72
	Total		42	54	46	17	159
Neutral	Gender	Male	11	5	9	1	26
		Female	8	7	6	2	23
	Total		19	12	15	3	49
Disagree	Gender	Male	3	2	3	2	10
		Female	5	5	3	1	14
	Total		8	7	6	3	24
Strongly Disagree	Gender	Male	1	1	2	0	4
		Female	1	0	1	1	3
	Total		2	1	3	1	7

Table-6: Economically balanced life

Living economically balanced life			Age				Total
			15-25	26-35	36-45	46 and above	
Strongly Agree	Gender	Male	7	7	8	3	25

Agree	Female		5	12	9	2	28
	Total		12	19	17	5	53
	Gender	Male	20	27	26	8	81
Neutral	Female		25	29	16	5	75
	Total		45	56	42	13	156
	Gender	Male	12	9	10	7	38
Disagree	Female		6	6	11	1	24
	Total		18	15	21	8	62
	Gender	Male	2	1	5	3	11
Strongly Disagree	Female		4	6	4	3	17
	Total		6	7	9	6	28
	Gender	Male			1		1
Total					1		1

Table-7: Living standard improvement

Living standard improved			Age				Total
			15-25	26-35	36-45	46 and above	
Strongly Agree	Gender	Male	6	11	8	2	27
		Female	7	20	17	2	46
	Total		13	31	25	4	73
Agree	Gender	Male	20	22	23	12	77
		Female	24	30	16	6	76
	Total		44	52	39	18	153
Neutral	Gender	Male	12	9	17	6	44
		Female	7	2	5	3	17
	Total		19	11	22	9	61
Disagree	Gender	Male	2	2	2	1	7
		Female	2	1	2	0	5
	Total		4	3	4	1	12
Strongly Disagree	Gender	Male	1				1
	Total		1				1

Table-8: Problem of rearing children, about relatives

Problem of rearing children, about relatives			Age				Total
			15-25	26-35	36-45	46 and above	
Yes	Gender	Male	13	14	11	4	42
		Female	10	27	12	3	52
	Total		23	41	23	7	94
No	Gender	Male	28	30	39	17	114
		Female	30	26	28	8	92
	Total		58	56	67	25	206

Table-9: Consumption of alcohol

Consumption of alcohol			Age				Total
			15-25	26-35	36-45	46 and above	
Yes	Gender	Male	32	30	30	7	99
		Female	24	38	26	9	97
	Total		56	68	56	16	196
No	Gender	Male	9	14	20	14	57
		Female	16	15	14	2	47
	Total		25	29	34	16	104

Table-10: Problem of inadequate basic facilities

Inadequate basic facilities			Age				Total
			15-25	26-35	36-45	46 and above	
Yes	Gender	Male	16	25	23	9	73
		Female	22	25	17	6	70
	Total		38	50	40	15	143
No	Gender	Male	25	19	27	12	83
		Female	18	28	23	5	74
	Total		43	47	50	17	157

Table-11: Social Security

Feel Socially secured in Changjiji			Age				Total
			15-25	26-35	36-45	46 and above	
Strongly Agree	Gender	Male	2	9	3	0	14
		Female	4	5	10	2	21
	Total		6	14	13	2	35
Agree	Gender	Male	15	16	23	12	66
		Female	13	21	17	4	55
	Total		28	37	40	16	121
Neutral	Gender	Male	15	12	16	7	50
		Female	13	16	7	4	40
	Total		28	28	23	11	90
Disagree	Gender	Male	7	5	8	1	21
		Female	7	8	5	1	21
	Total		14	13	13	2	42
Strongly Disagree	Gender	Male	2	2	0	1	5
		Female	2	3	1	0	6
	Total		4	5	1	1	11

Table-12: Brighter prospects in long run

Brighter prospects in long run			Age				Total
			15-25	26-35	36-45	46 and above	
Strongly Agree	Gender	Male	9	16	3	3	31
		Female	4	8	9	2	23
	Total		13	24	12	5	54
Agree	Gender	Male	11	18	22	7	58
		Female	20	21	15	0	56
	Total		31	39	37	7	114
Neutral	Gender	Male	13	5	16	8	42
		Female	12	18	13	8	51
	Total		25	23	29	16	93
Disagree	Gender	Male	5	3	9	3	20
		Female	4	5	1	0	10
	Total		9	8	10	3	30
Strongly Disagree	Gender	Male	3	2	0	0	5
		Female	0	1	2	1	4
	Total		3	3	2	1	9

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