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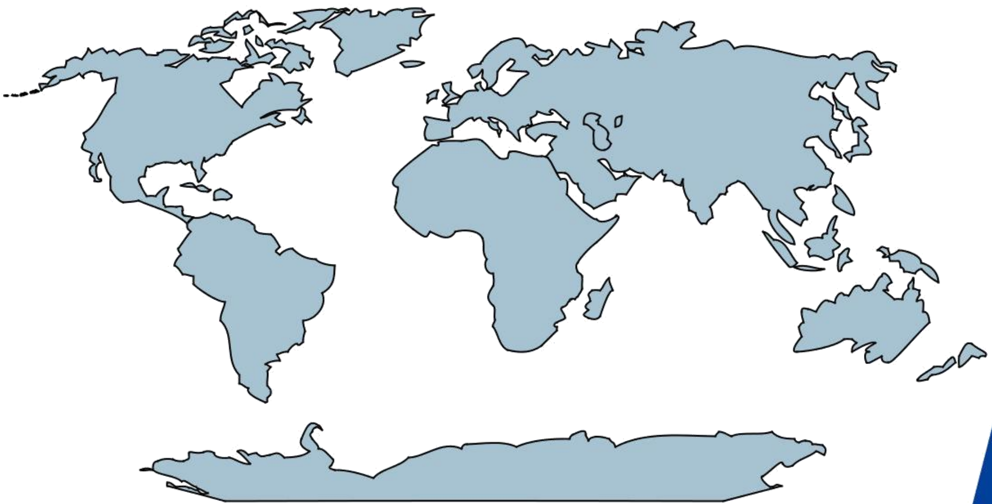

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A STUDY ON WOMEN ENTREPRENEURS ON ROLE STRESS LEVEL IN KANPUR CITY

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ABSTRACT

Stress of women entrepreneurs is the focus of this research. Women entrepreneurs face several problems that can generate stress due to the entrepreneurial role they play. This research aims to assess the level and sources of stress faced by women entrepreneurs. Women have been perceived as home-makers playing the role of mother, wife or daughter. The role of women has undergone tremendous changes during these years. These women entrepreneurs are more likely to run younger businesses as they are a relatively new group of entrepreneurs when compared to men entrepreneurs. Such women entrepreneurs in turn have some implications for the problems they face leading to stress.

Organizational stress, resulting from the demands of the working environment is one such psychological situation. When a women entrepreneur's obtain experience and reliability in her work, the stress is bound to reduce. It is also observed that training the employees in the proper way of doing the work helps in declining stress. However, the demanding nature of the job, the aging process, the ever enhancing work pressure, the constant need to acquire the target, the peer pressure and not sympathetic higher ups are some of the reasons which affect the mind of the women entrepreneurs very much and affect her ability to perform. The professional women entrepreneurs are found to experience large amount of stress. Many factors contribute for the enhancing stress level of these women entrepreneurs and an attempt is made in this study to analyze the pattern of stress faced by the entrepreneurs in the city Kanpur.

Keywords: Stress, Women Entrepreneurs, entrepreneurial role

INTRODUCTION

Role is a position one occupies in a social system, and is defined by the functions one performs in response to the expectations of the significant members of the social system, and one's own expectations from that position. Each individual occupies and plays several roles. An entrepreneur can be a daughter, a wife, a mother, a member of a club, a member of a voluntary organization, and so on. All these roles constitute the role space of that person. At the center of the role space is the entrepreneur. There are various expectations from the role that an individual occupies by the significant others and by one self. Incompatibility among these expectations can result in conflict and stress.

Women entrepreneurs are prone to stress due to balance they have to achieve between work life and family life. Often they find their entrepreneurial role to be demanding in terms of time and other resources both formally and informally. The work of an entrepreneur is marked by aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time. At the same time the woman entrepreneur has to raise a family, care for children and manage a home.

Women entrepreneurs face several problems that can generate stress due to the entrepreneurial role they play. This chapter aims to assess the level and sources of stress faced by women entrepreneurs. It also helps to understand the pattern of stress faced by the entrepreneurs in the cities of Asmara and Chennai and conclude if culture has any influence on entrepreneurial role stress. Women have been perceived as home-makers playing the role of mother, wife or daughter. The role of women has undergone tremendous changes during these years. These women entrepreneurs are more likely to run younger businesses as they are a relatively new group of entrepreneurs when compared to men entrepreneurs. Such women entrepreneurs in turn have some implications for the problems they face leading to stress. Stress is a pressure, tension or worry resulting from problems in one's life. Entrepreneurs, especially women face several problems that cause to be stress. Everyone faces some form of stress and in many other cases, the stress or the adverse reaction, to the inquire of the situation gets decreased with the passing of time or when one gets used to the situation. Entrepreneurs, especially women face several problems that generate stress.

REVIEW OF LITERATURE

Udai Pareek (1994) in his study in India on "Entrepreneurial Role Stress states that entrepreneurs, like all creative people, have to contend constantly with various kinds of mental stresses springing from a variety of sources. The entrepreneurs may not even be conscious of these stresses or where they originated from. He further stated that if the entrepreneurs were aware of the nature and pattern of their stresses they would be better

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able to cope with them, the author presented in this study an instrument to help the entrepreneurs discover the sources of their stresses and gauge their intensity.

The Entrepreneurial Role Stress (ERS) scale developed by Udai Pareek (2002) was used to study the level and roles causing entrepreneurial stress. It comprised of nine dimensions with twenty seven variables requiring response on a five point scale. The response for each dimension was totaled and converted into a range 0 to 100 by the formula: (score minus 3 *8.33). The raw score was thus converted into three levels as high, medium and low. Trimmed mean is a method of averaging that removes a small percentage of the largest and smallest values before calculating the mean. Trimmed mean is arrived after removing the specified observations. The overall ERS score was obtained in a similar fashion by adding the scores of all the dimensions and dividing by 9 (dimensions).

- Self Role Distance
- Inter role Distance
- Role Isolation
- Challenge Stress
- Role Overload
- Result Inadequacy
- Role irrelevance
- Resource inadequacy
- Role inadequacy
- Overall Entrepreneurial Role Stress

The women entrepreneurs face a variety of sources of stress. In this study nine factors of entrepreneurial role stress is examined. They include: Self-role distance, Inter-role distance, Role isolation, Challenge stress, Role overload, Result inadequacy, Role irrelevance, Resource inadequacy and Role inadequacy. Individuals differ in the extent to which their role stress influences entrepreneurial behavior.

Surti. K. and Sarupriya. D (1983) investigated the psychological factor affecting women entrepreneurs. They examined the role of stress experienced by women entrepreneurs, the effect of demographic variables, such as marital status and type of family on stress and how women entrepreneurs cope with stress. Results indicated that unmarried subjects experienced less stress and less self-role distance than married subjects. Subject from joint family tended to experience less role stress than subject from nuclear families, probably because they share their problems with other family members. External locus of control was significantly related to role stress and fear of success was related to result inadequacy and role inadequacy dimensions of stress. While many subjects used intra persistent coping styles, that is, taking action to solve problems, avoidance oriented coping styles were more common than approach oriented styles of coping.

S. Seetharamu (1988) in his book Women in organized movement has chosen women belonging to professional organisations. As professional organisations are considered one of the strong forms of organized movements, an attempt has been made to study the part played by women in the professional institutions and the factors influencing their participation. The study was undertaken to bring out the constraints and problems women face in their professional lives and therefore, it is expected that this would enable them to participate meaningfully in the professional organisations. The study has brought into focus a rather disappointing picture of the participation of women in organized movements. It is clear that women are not sufficiently motivated to participate in organized movements. A study of the dynamics of such motivation may reveal further interesting details.

Shanta Kohli Chandra (1991) Development of Women Entrepreneurship in India-A study of public and programmes reveals that socio economic factors are affecting to the women entrepreneurs. The findings about socio-economic factors affecting the women entrepreneurs are as under:-

1. As far as the age of women entrepreneurs is concerned, majority of the entrepreneurs are young and have all the vigor and time to pursue their venture to see them fully grown.
2. Majority of women did not belong to business families .They were young entrepreneurs who took the challenge on their own initiative and motivation.

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3. Marital status or family bindings in majority of the cases did not interfere significantly in continuing with the enterprise.
4. About 60 percent entrepreneurs had undergone some training before starting their enterprise .
5. Religion wise distribution showed majority belonging to Hindu religion.
6. Majority of the entrepreneurs did not have any experience in any business ventures before starting their own business.

Savithri (2002) made a comparative study of women executives and women entrepreneurs in Chennai city to gauge the stress on women executives and women entrepreneurs and the factors influencing stress, the stress level, its impact on them, etc. Women Entrepreneurs develop stress when there is labour problem, wastage and loss occurring in the organization, feeling that they do not have enough time to do everything that is required .For women executives stress originates from personality, family and organization. It is also found that women entrepreneurs in the trading and the service sectors have more stress than women entrepreneurs in other areas.

Resia Beegam (1993) in her study of the problems of women entrepreneurs in Kerala. The socio economic structure of women entrepreneurship in Kerala, position of women entrepreneurs and the incentives provided to women industrial units have been assessed. She also try to find out the difficulties faced by the women entrepreneurs at various stages of promotion of their units. The findings of the study confirm that the women entrepreneurs in Kerala have been facing numerous problems, in promoting and running their units. Considering the decisive role they have to play in the industrial development of Kerala, it is high time the government strengthened measures for improving the performance of women's industrial units /enterprise.

OBJECTIVE

To evaluate the level and source of stress due to entrepreneurial role.

DIMENSIONS OF ENTREPRENEURIAL ROLE STRESS (ERS)

The nine dimensions of Entrepreneurial Role Stress are discussed in detail.

1. SELF-ROLE DISTANCE: - Self-role distance arises due to conflict between the self-concept and the expectations from the role which an entrepreneur occupies in a social system. When an entrepreneur occupies a role that conflicts with the self-concept, then the entrepreneur feels stressed. The main idea in this factor self-role distance seemed to be related with the power cluster with all the three components of power-related stress like: Having to do things that are against their better judgments (SRD1)

Not being able to use expertise, training or their strength (SRD2)

Conflict between their values and what they do (SRD3) 215

The researcher used these items in the entrepreneurial role stress scale to find the level of self-role distance.

2. INTER-ROLE DISTANCE: - Inter-role distance occurs when an entrepreneur occupies more than one role leading to conflicts between them. This inter-role distance is most common among respondents as they have dual roles to play-business (entrepreneur) and family (home-maker). Self-role distance and inter-role distance are forms of role space conflicts. Role space is the dynamic relationship between the various roles an individual entrepreneur occupies and the entrepreneur's self..

The inter-role factor expresses the stress faced by entrepreneurs while abstaining themselves in performing their family and social obligations. In order to study the inter-role distance stress factor of these respondents, three components of inter-role stress factors such as:

- Not being able to spend enough time with the family (IRD4)
- Not being able to pursue some other interests (religious, social, political, cultural etc) (IRD5)
- Conflict of my role as an entrepreneur with my social life and family obligation was considered. (IRD6)

3. ROLE ISOLATION: - Role isolation is a form of role set conflict that arises in an entrepreneur having varying expectations from the role that an individual occupies. In a role set, the role occupant may feel that certain roles are psychologically closer, while others are at a much greater distance. The main criterion of distance is the frequency and ease of interaction. When linkages are strong, the role isolation will be low and vice versa. Role isolation can therefore be measured in terms of existing and the desired linkages. The gap between them indicates the amount of role isolation.

The main features considered to study the role isolation factor experienced by the respondents were:

- Loneliness in their role as an entrepreneur (RIS7)
- Not having confidants to share their ideas and problems (RIS8)
- Lack of joint and collaborative work. (RIS9)

4. CHALLENGE STRESS: - In the present study, the job demands or work circumstances that are expected to result in stress that is associated with positive outcomes are termed “challenges”. Challenges are defined as work related demands or circumstances that, although potentially stressful, have associated potential gains for individuals. Potential gains include intrinsic rewards (such as satisfaction) and gains that promote work achievement (such as achievement related learning, skill development, or demonstration of competence). Work achievement refers to both current job and career success. The main theme in this factor is the challenges faced by the respondents like:

- Risk taken by the respondents (CS10)
- Competition of others in the field (CS11)
- Going into something new, not yet tried out.(CS12)

5. ROLE OVERLOAD: - The main measure in role overload factor is the burden faced by the respondents like:

- Too heavy work load (RO13)
- Lack of time to pay attention to different aspects (RO14)
- To take decisions and follow up by themselves (RO15)

6. RESULT INADEQUACY: - Modern life is full of stress. As business becomes more complex, the potential for stress increases. Result inadequacy stress is experienced when the result expected by a role occupant for performing his role is not achieved. Result may include inferior product manufactured or lack of demand for products manufactured due to competition. The main aspects in this factor is regarding the quality of the goods or services produced by respondents like lack of quality in products or services or not getting the results as expected or poor selling of their products due to inferior quality or lack of demand.

7. ROLE IRRELEVANCE: - Role irrelevance is when a role occupant feels that there is no time to undertake a social role to be helpful to the society. Since the role occupant is held up with entrepreneurial role one does not have enough time to prepare for the assigned role causing stress because of social helplessness. The main concern in this factor is regarding the lack of opportunity to do some service to those in need, the conflict an entrepreneur has between what one does and concern for doing something for others and for the society and lack of social usefulness in the work the entrepreneur does.

8. RESOURCE INADEQUACY: - Resource inadequacy stress is experienced when the resources required by a role occupant for performing his role effectively are not available. Resources may include information, people, material, finance or facilities. This factor deals with facts like lack of adequate finance, machinery to run the business and difficulty in getting raw materials or other needed materials to keep the business going.

9. ROLE INADEQUACY: - Role inadequacy is experienced when a role occupant feels that he does not have enough knowledge, skills or training to undertake a role effectively for performing his role effectively making him experience stress. Entrepreneurs who are assigned new roles without adequate preparation or orientation are likely to experience feelings of role inadequacy and often referred to as personal inadequacy. This includes lack of expertise in technical knowledge, management, marketing, finance and the like. This factor deals with lack of adequate information, technical knowledge and expertise in management, marketing, finance and so on

RESEARCH METHODOLOGY

A study is conducted among women entrepreneurs in the Kanpur city of district Uttar Pradesh. Observations are made on the individual differences in the various components of work stress. A few inventories are identified for measuring stress. They include questionnaire of organizational role stress scale of Udai Pareek(self role distance , inter role distance, Role isolation , Challenge stress , Role overload , Result Inadequacy , Role irrelevance , Resource inadequacy , Role inadequacy) The selection of appropriate inventories to measure stress and An adapted version of the above inventories is considered as the best available instrument as it is specifically designed to study stress at work arising from the multiple roles of women.

Descriptive Research Design

- The research design used in this research wok is Descriptive Research Design.

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- Descriptive research design studies are those studies, which are concerned with describing the character of a group.
- The researcher makes a plan of the study his research work. That will enable the researcher to save and resources such a plan of study or blue print or study is called a research design.
- Data Collection
- The study is based on questionnaire method. Data has been collected through a Questionnaire and personal interview.
- The study is about the level and source of stress due to women entrepreneurial role.

Research Instrument: - Questionnaire containing closed ended questions.

Sample Size: - Women Entrepreneur = 80

Sample Area: - Kanpur City, Uttar Pradesh

Mode of Analysis: - The instrument used for data collection was in the form of questionnaire. The questionnaire was used as it facilitates the tabulation and analysis of the data to be collected. The data collected was subjected to simple frequency distribution and percentage analysis.

ANALYTICAL FRAMEWORK

The Entrepreneurial Role Stress (ERS) scale developed by Udai Pareek (2002) was used to study the level and roles causing entrepreneurial stress. It comprised of nine dimensions with twenty seven variables requiring response on a five point scale. The response for each dimensions was totaled and converted into a range 0 to 100 by the formula: (score minus 3 *8.33). The raw score was thus converted into three levels as high, medium and low. Trimmed mean is a method of averaging that removes a small percentage of the largest and smallest values before calculating the mean. Trimmed mean is arrived after removing the specified observations. The overall ERS score was obtained in a similar fashion by adding the scores of all the dimensions and dividing by 9 (dimensions).

Statistical tools: - Descriptive statistics was used to describe the different role stress experienced by the respondents data obtained for Kanpur.

DATA ANALYSIS & INTERPRETATION ANALYSIS OF THE DATA

Demographic Profile

A. Age

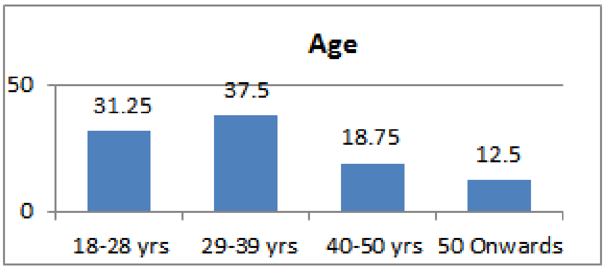
1.18-28 yrs

2.29-39yrs

3.40-50yrs

4.50 Onwards

Table of Age of Respondents



Age (in Years)	Frequency	Percentage to Total of Age of Respondents
18-28	25	31.25
29-39	30	37.5
40-50	15	18.75
50-Onwards	10	12.5

It is inferred from the above Table that most of the respondents of Kanpur City was belongs to 29-39 years of age group i.e. 37.5. While 31.25 percent of the respondents in Kanpur experienced medium level of age i.e. 18-28 years. Very few respondents in Kanpur belong to more than 50 years of age.

B. Education

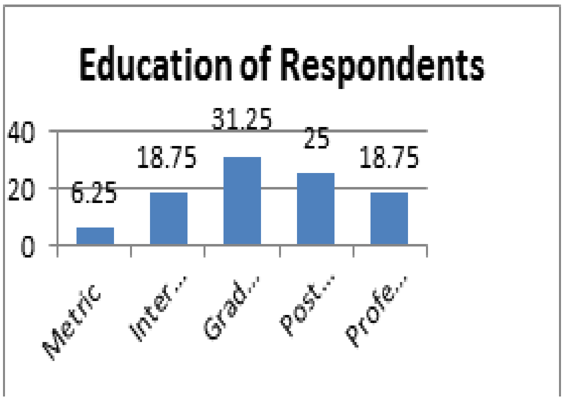
1. Metric

2. Intermediate

3. Graduate

4. Post Graduate

5. Professionals



Education	Frequency	Percentage to Total of Education Of Respondents
Metric	5	6.25
Intermediate	15	18.75
Graduate	25	31.25
Post Graduate	20	25
Professionals	15	18.75

It is inferred from the above Table education of Respondents that most of the respondents of Kanpur City had done Graduation i.e. 31.25 percent. While 25 percent of the respondents in Kanpur had done Post Graduation in their Education. Very few respondents in Kanpur had done Metric as in their Education that is 6.25 percent.

C. Earning

1. Upto 1 Lakh

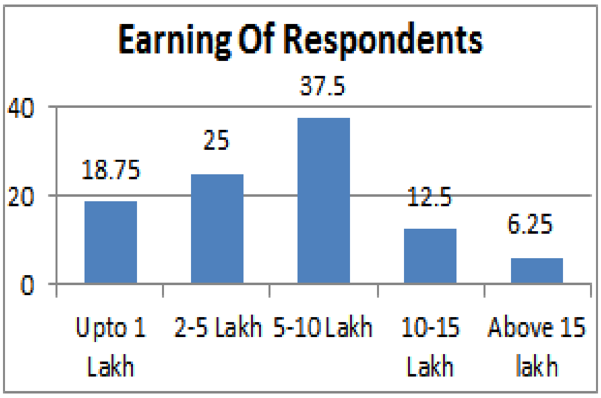
2. 2-5 Lakh

3. 5-10 Lakh

4. 10-15 Lakh

5. above 15 Lakh

Earning of Respondents



Earning	Frequency	Percentage to total of Earning
Upto 1 Lakh	15	18.75
2-5 lakh	20	25
5-10 Lakh	30	37.5
10-15 Lakh	10	12.5
Above 15 Lakh	5	6.25

It is inferred from the above Table - Earning of Respondents that Earning of most of the respondents of Kanpur City was between 5-10 Lakh per annum is 37.5 percent. While 25 percent of the respondents in Kanpur experienced medium level of earning i.e. 2-5 Lakh per annum. Very few respondents in kanpur has earning above 15 Lakh.

1. SELF-ROLE DISTANCE

The main idea in this factor self-role distance seemed to be related with the power cluster with all the three components of power-related stress like:

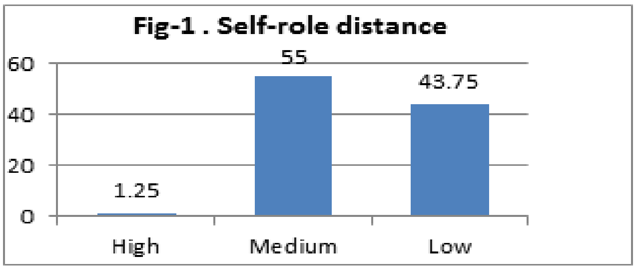
- Having to do things that are against their better judgments (SRD1)
- Not being able to use expertise, training or their strength (SRD2)
- Conflict between their values and what they do (SRD3)

Q1. Are you capable of doing things that are against your judgment?

Q2. Are you not able to use your expertise training or your strength due to social system?

Q3. Have you ever face conflict between your values & what are you doing?

Table-1.1: Shows the self-role distance expressed by the respondents of Kanpur.



Level of Self-role Distance	Frequency	Percentage to total of self-role distance
High	1	1.25
Medium	44	55
Low	35	43.75

It is inferred from Table 1.1 that self-role distance was moderate for the respondents of Kanpur city. 55 percent of the respondents in Kanpur experienced medium level of stress in the factor "self-role distance". Very few respondents in Kanpur expressed high level stress due to self role distance.

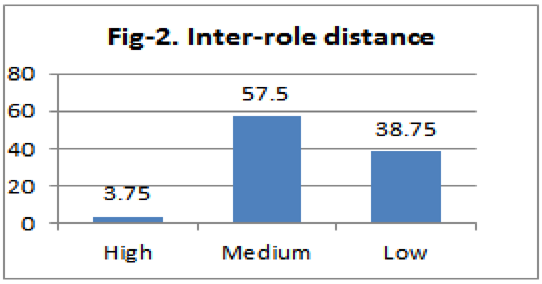
2. INTER-ROLE DISTANCE

The inter-role factor expresses the stress faced by entrepreneurs while abstaining themselves in performing their family and social obligations. In order to study the inter-role distance stress factor of these respondents, three components of inter-role stress factors such as

- Not being able to spend enough time with the family (IRD4)
- Not being able to pursue some other interests (religious, social, political, cultural etc) (IRD5)
- Conflict of my role as an entrepreneur with my social life and family obligation was considered. (IRD6)

Q4. Do you think due to your role as an entrepreneur you are able to spend quality time with your family?

Q5. Do you think you are not able to fulfill other interests / hobbies (social, cultural, religious)?



Level of Inter-role Distance	Frequenc y	Percentage to total of inter-role distance
High	3	3.75
Medium	46	57.5
Low	31	38.75

It is observed from Table 1.2 that 57.5 percent of the respondents of Kanpur is experienced medium level of stress in the "inter-role distance" factor. Very few respondents in Kanpur expressed high level stress due to inter- role distance.

3. ROLE ISOLATION

The main features considered to study the role isolation factor experienced by the respondents were

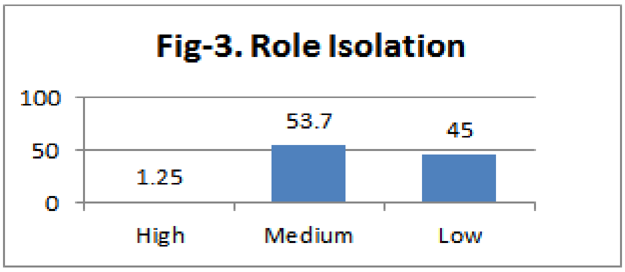
- Loneliness in their role as an entrepreneur (RIS7)
- Not having confidants to share their ideas and problems (RIS8)
- Lack of joint and collaborative work. (RIS9)

Q6. Does You Ever feel Loneliness in your role as an entrepreneur?

Q7. Sometime you miss joint & collaborative work in favor of others?

Q8. Sometimes you face problems in sharing your ideas with others?

Table-1.3: Illustrates the level of role isolation among respondents of Kanpur.



Level of Role Isolation	Frequency	Percentage to total of role isolation
High	1	1.25
Medium	43	53.75
Low	36	45

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It is inferred from the Table 1.3 that majority of the respondents in Kanpur (53.75 percent) expressed medium level of role isolation. It is seen that 45 percent of the respondents of Kanpur showed low level of stress.

4. CHALLENGE STRESS

The main theme in this factor is the challenges faced by the respondents like

- Risk taken by the respondents (CS10)
- Competition of others in the field (CS11)
- Going into something new, not yet tried out. (CS12)

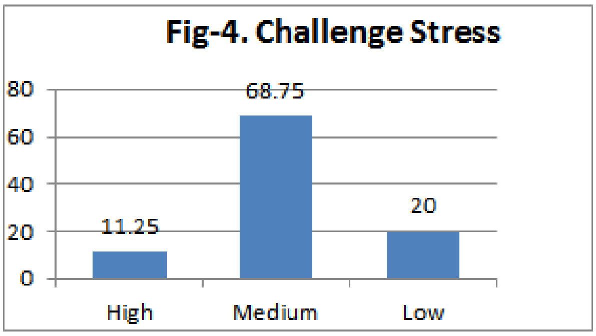
9. As business is demanding there are challenges have you ever take risk?

10. There is wide competition stress of other competitors in the market. Are you afraid of?

11. Do you agree to be in something new that you never tried earlier is easy?

Table-1.4: Shows the stress level associated with challenges.

It is inferred from Table 1.4 that majority of the respondent at Kanpur (68.75 percent) exhibited medium level of stress in the factor “challenge stress. It is seen that 11.25 percent of the respondents of Kanpur showed low level of challenge stress.



Level of Challenge stress	Frequency	Percentage to total of challenge stress
High	9	11.25
Medium	55	68.75
Low	16	20

5. ROLE OVERLOAD

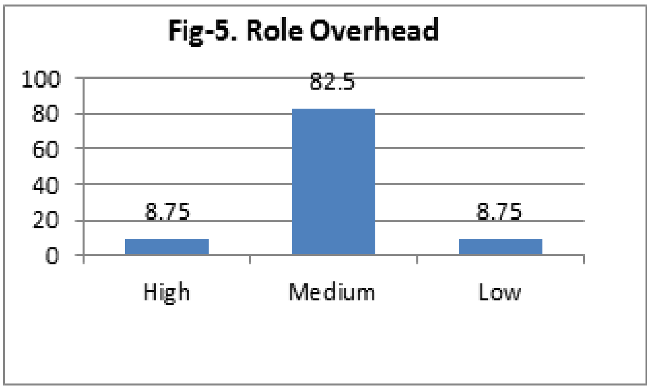
The main measure in role overload factor is the burden faced by the respondents like

- Too heavy work load (RO13)
- Lack of time to pay attention to different aspects (RO14)
- To take decisions and follow up by themselves (RO15)

Q12. How frequently you being under heavy work load?

Q13.Do you agree there is lack of time to pay attention in different aspects beside business?

Table-1.5: Shows the role over load experienced by the respondents.



Level of Role overload	Frequency	Percentage to total of role overload
High	7	8.75
Medium	66	82.5
Low	7	8.75

It is inferred from Table 1.5 that 82.5 percent respondents of Kanpur expressed medium level of stress in the factor “role overload”.

6. RESULT INADEQUACY

The main aspects in this factor is regarding the quality of the goods or services produced by respondents like lack of quality in products or services or not getting the results as expected or poor selling of their products due to inferior quality or lack of demand.

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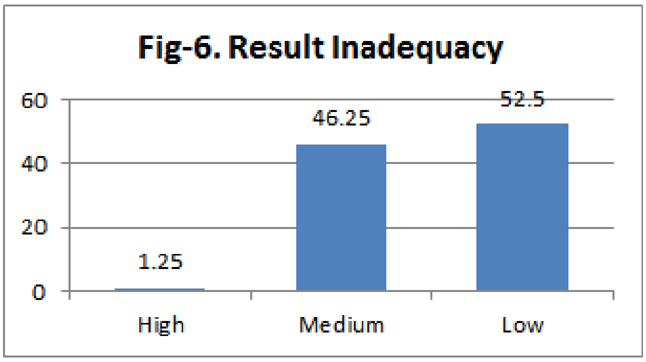
Table-1.6: depicts the level of result inadequacy as a factor for stress among respondents of Kanpur.



Level of Result Inadequacy	Frequency	Percentage to total of result inadequacy
High	1	1.25
Medium	37	46.25
Low	42	52.5

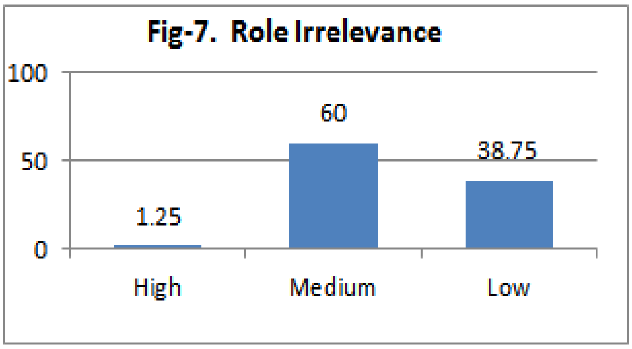
It is inferred from the Table 1.6 that 52.5 percent respondents of Kanpur showed low level of stress in the factor "result inadequacy". Further, 46.25 percent respondents of Kanpur experienced medium level of result inadequacy.

7. ROLE IRRELEVANCE

The main concern in this factor is regarding the lack of opportunity to do some service to those in need, the conflict an entrepreneur has between what one does and concern for doing something for others and for the society and lack of social usefulness in the work the entrepreneur does.

Table-1.7: Depicts the level of role irrelevance as a factor of stress among the respondents of Kanpur.

It is inferred from Table 1.7 that 60 percent respondents of Kanpur exhibited medium level of stress for the factor "role irrelevance". Further, 38.5 percent respondents of Kanpur experienced only low level of "role irrelevance" stress.



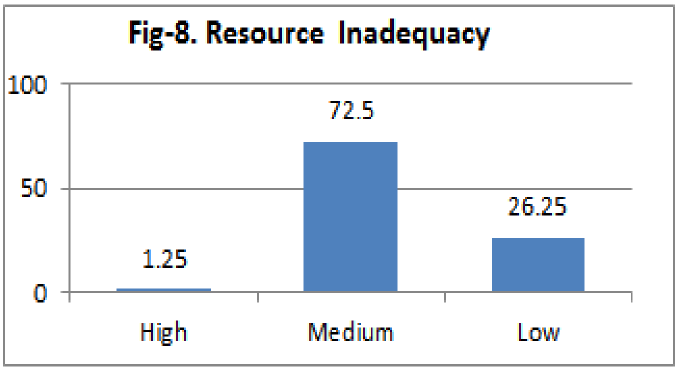
Level of Role Irrelevance	Frequency	Percentage to total of role irrelevance
High	1	1.25
Medium	48	60
Low	31	38.75

8. RESOURCE INADEQUACY

This factor deals with facts like lack of adequate finance, machinery to run the business and difficulty in getting raw materials or other needed materials to keep the business going.

Q14. Are you able to manage the resources required by a role occupant for performing his role effectively when there is shortage or unavailability (information, people, material, Finance, or facilities)?

Table 1.8 depicts the level of resource inadequacy as a factor of stress among the respondents of Kanpur.



Level of Resource inadequacy	Frequency	Percentage to total of resource inadequacy
High	1	1.25
Medium	58	72.5
Low	21	26.25
Total	80	

It is inferred from Table 1.8 that 72.5 percent of the respondent of Kanpur experienced medium level of stress in the factor "resource inadequacy" while minority of the respondents of Kanpur (1.25 percent) expressed a low level of "resource inadequacy".

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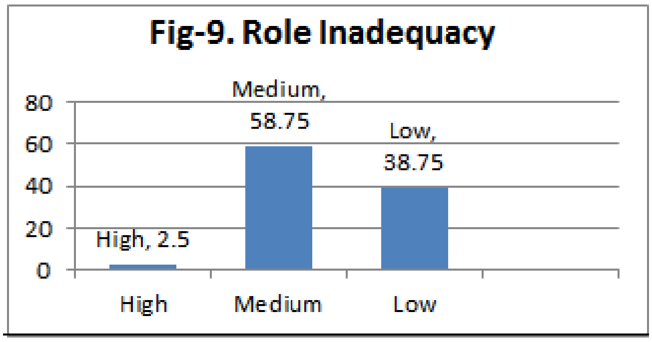
9. ROLE INADEQUACY

This factor deals with lack of adequate information, technical knowledge and expertise in management, marketing, finance and so on.

Q15. Do you ever feel lack of adequate (information, technical knowledge, marketing, finance) in your role as an entrepreneur and how will you manage all?

Table-1.9: Depicts the level of role inadequacy as a factor of stress for respondents of Kanpur.

It is inferred from the Table 1.9 that majority of the respondents of Kanpur (58.75 percent) showed a medium level of stress in the factor "role inadequacy". However, minority of the respondents of Kanpur (2.5 percent) showed a high level of stress in the factor "role inadequacy".



Level of Role Inadequacy	Frequency	Percentage to total of role inadequacy
High	2	2.5
Medium	47	58.75
Low	31	38.75

Overall Entrepreneurial Role Stress –The women entrepreneurs face a variety of sources of stress. In these study nine factors of entrepreneurial role stress is examined. They include: Self-role distance, Inter-role distance, Role isolation, Challenge stress, Role overload, Result inadequacy, Role irrelevance, Resource inadequacy and Role inadequacy. Individuals differ in the extent to which their role stress influences entrepreneurial behavior. This study aimed to assess women entrepreneurial role stress level in Kanpur City.

SUMMARY

This research analyzed the women entrepreneurial role stress among respondents of Kanpur City. The dimensions of role stress studied included self role distance; inter role distance, role isolation, and challenge stress, role over load, result inadequacy, role irrelevance, resource inadequacy and role inadequacy. There was no significant difference in inter role distance and role inadequacy and also in role overload and resource inadequacy among the respondents of Kanpur city. In all other factors there existed significant differences. The respondents of Kanpur experienced more stress only in two factors namely, role overload and role inadequacy. The respondents also experience stress in moderate level in factors such as self role distance, challenge stress, role isolation and role irrelevance. Also in the demographic profile studied included Age, Education and Earning. Most of the respondents are belongs to the 29-39 years of age group and most of the respondents are done Graduation as in their higher Qualification. An earning of the most of respondents are earns 5-10 Lakh per Annum while very few of them earns Above 15 lakh per annum.

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QUESTIONNAIRE

Demographic Profile

A. Age

1.18-28 yrs

2.29-39yrs

3.40-50yrs

4.50 Onwards

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B. Education
1. Metric
2. Intermediate
3. Graduate
4. Post Graduate
5. Professionals

C. Earning
1. Upto 1 Lakh
2. 2-5 Lakh
3. 5-10 Lakh
4. 10-15 Lakh
5. above 15 Lakh

1. Are you capable of doing things that are against your judgment?
1. High
2. Medium
3. Low

2. Are you not able to use your expertise training or your strength due to social system?
1. High
2. Medium
3. Low

3. Have you ever face conflict between your values & what are you doing?
1. High
2. Medium
3. Low

4. Do you think due to your role as an entrepreneur you are able to spend quality time with your family?
1. High
2. Medium
3. Low

5. Do you think you are not able to fulfill other interests / hobbies (social, cultural, religious)?
1. High
2. Medium
3. Low

6. Do you ever feel Loneliness in your role as an entrepreneur?
1. High
2. Medium
3. Low

7. Sometime you miss joint & collaborative work in favor of others?
1. High
2. Medium
3. Low

8. Sometimes you face problems in sharing your ideas with others?
1. High
2. Medium
3. Low

9. As business is demanding there are challenges have you ever take risk?

1. High
2. Medium
3. Low

10. There is wide competition stress of other competitors in the market. Are you afraid of?

1. High
2. Medium
3. Low

11. Do you agree to be in something new that you never tried earlier is easy?

1. High
2. Medium
3. Low

12. How frequently you being under heavy work load?

1. High
2. Medium
3. Low

13. Do you agree there is lack of time to pay attention in different aspects beside business?

1. High
2. Medium
3. Low

14. Are you able to manage the resources required by a role occupant for performing his role effectively when there is shortage or unavailability (information, people, material, Finance, or facilities)?

1. High
2. Medium
3. Low

15. Do you ever feel lack of adequate (information, technical knowledge, marketing, finance) in your role as an entrepreneur and how will you manage all?

1. High
2. Medium
3. Low

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CUSTOMER EXPERIENCE MANAGEMENT AS A PARAMETER OF FINANCIAL INCLUSION – A THEORETICAL PERSPECTIVE

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ABSTRACT
Majority population of India still resides in rural or semi-urban settings. Adopting digital interfaces for payment and other transactions is still a challenge for them. Also, ways of digital literacy are not adequate and proper, how a common man living in rural India will accept the challenge of digitization of economy? This study is an attempt to answer this question in context of customer experience management and its impact on financial inclusion. Adequate literature review results into identification of research constructs which further establishes the relationship between financial inclusion and customer experience.

Keywords: Customer Experience, Financial Inclusion, Servicescape, Core services.

INTRODUCTION
A state when there is availability of financial resources which can be accessed by all the countrymen is known as financial inclusion. Not only availability but financial inclusion also ensures the knowledge of financial resources to each citizen. With the introduction of digital and online banking in India, digital currency has gain a boom in the nation, especially after the demonetization in 2016. Government of India is taking all care to promote online banking. Various online payment methods are introduced by Government and private players. To name few – BHIM (Bharat Interface for Money is a mobile app developed by National Payments Corporation of India, based on the Unified Payment Interface), Paytm, MobiKwik, PhonePe and many more. But a million-dollar question is - are we ready for complete transformation from hard currency transactions to digital transactions. India is a country where majority population is still rural or semi-urban, for them adopting digital payment is a major challenge. Moreover, scarcity of adequate resources of digital literacy are also not there, so how a common man will accept this challenge. This study focuses on issues and challenges related to customer experience while exercising various basic banking services and impact of customer experience on financial inclusion.

FINANCIAL INCLUSION – AN OVERVIEW
Financial products and services play an important part in today’s society. Being able to access and use a wide range of financial products and services is now necessary ‘to lead a normal social life’ (Gloukoviezoff, 2007). It has been found that financial services are used only by a section of the population. There is demand for these services but it has not been provided. The excluded regions are rural, poor regions and also those living in harsh climatic conditions where it is difficult to provide these financial services. The excluded population then has to rely on informal sector (moneylenders etc.) for availing finance that is usually at exorbitant rates.

The term financial inclusion has actually evolved from the cocoon of financial exclusion. People who are unable to obtain services from mainstream financial service providers are thus regarded as the ‘financially excluded’, not only because there are no bank branches in their community, but also because they are rejected or unable to use banks and building societies’ services or products. Financial Inclusion means to deliver Financial Services at an affordable cost to disadvantaged and low income group population (Jain, 2015).

Based on this recognition, the concept later developed into a more sophisticated form, with more social and economic factors being taken into consideration. The condition is found to be closely related to the social status of excluded people who usually earn low incomes or have bad credit records and therefore have fewer options of obtaining access to financial services.

The unavailability of bank accounts and credit has a more direct negative influence than being without insurance or a pension. For example, in a society where non-cash transmission is increasingly used, having no bank account could cause inconvenience in saving and making payments. Without available sources of affordable credit, low-income people may have to borrow from informal lenders at high costs. While the availability of pensions and insurance is closely related to employment or steady income and the focus on future perspectives, they are, to some extent, more ‘advanced’ than payment account s or credit products.

An essential related issue in any discussion about financial exclusion is the ‘vulnerability’ of consumers in their relationship with banks (public or private). It describes certain negative conditions that people may find themselves in, and some people are viewed as ‘vulnerable’ due to their financial circumstances.

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The Reserve Bank of India (RBI) describes financial inclusion as – The process of ensuring access to appropriate financial products and services needed by all sections of the society in general and vulnerable groups such as weaker sections and low income groups in particular at an affordable cost in a fair and transparent manner by mainstream institutional players.

Inclusive growth implies participation in the process of growth and sharing of its benefits. In India, the financially excluded section comprises largely of rural masses, particularly marginal farmers and landless laborers. Financial Inclusion refers to a situation where people hold savings bank accounts, credit accounts, insurance policies and investment products with formal financial institutions. It accelerates the circulation of currency, thereby increasing the GDP.

Major reasons for financial exclusion in developing economies like India are

1. The scarcity of banking services: Basic banking services include measures of payment and receiving payment that fulfil the basic demands of less-privileged customers to maintain their daily lives. This involves the use of a payment account from formal institutions.
2. Lack of Financial and Banking Literacy: Financial literacy is the ability to use skills and knowledge to take effective and informed money-management decisions. For a country like India, this plays a bigger role as it is considered an important adjunct to promotion of financial inclusion and ultimately financial stability.
3. Bank representatives discourage low-income customers from banking: A study conducted on the theme – barriers to basic banking in India reveals that bank representatives misrepresent both product availability and client eligibility, effectively denying financial access to low-income customers solely upon their discretion. For instance, bank officers would tell the investigators: "The zero balance account may be offered……. only for exceptional cases like students, delivery cases (of government welfare schemes). Then for blind persons, deaf persons, other special categories."

The Indian government is promoting the Jan Dhan Yojana, Aadhaar and mobile banking – or the "JAM trinity" — as the pathway to financial inclusion. The present study is designed to study the impact of Customer Experience on financial inclusion in Uttarakhand.

CUSTOMER EXPERIENCE MANAGEMENT

Customer experience has been mentioned, discussed and theorized by scholars and practitioners, mostly in the past three decades. In one of the earlier studies, Holbrook and Hirschman (1982) described consumption experience as involving various playful leisure activities, sensory pleasures, daydreams, esthetic enjoyment, and emotional responses. It was later defined as the aggregate and cumulative customer perception created during learning about, acquiring, using, maintaining and disposing of a product or service (Carbone and Haeckel, 1994). In a seminal work, Pine and Gilmore (1998) described experiences as "economic offerings" which are "inherently personal responses occurring only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or even spiritual level". Berry and Carbone (2017) proposed that "organisations needs to create a cohesive, authentic and sensory-stimulating total customer experience that resonates, pleases and differentiates organisations from the competition to build an emotional connection with customers".

According a study by Gartner, 89% of companies will compete mainly on the customer experience they provide. The battle lines have been formed. You either exceed the expectations of your customers or you fall short. Customer experience is an increasingly important task for any business, especially in retail banking. The sector is still working to repair its reputation in the wake of the financial crisis.

THEORETICAL FRAMEWORK FOR DETERMINING CUSTOMER EXPERIENCE

Garg et al. (2012) have identified and described several factors of customer experience. They identified the weightages of the factors through analytic hierarchy process (AHP) and laid the foundation for formal empirical evaluation. We have considered only 6 factors as various factors like online banking, customization are not applicable in our study. The following factors were considered by us:

CONVENIENCE, SERVICESCAPE, EMPLOYEES, CORE SERVICES, VALUE ADDITION AND CUSTOMER INTERACTION

Convenience

Convenience is often closely associated with speed of delivery and, as with speed of delivery, location may be a significant factor in convenience. Convenience is also reflected in how well the service matches the requirements of the user, and will be influenced by opening times, range of services available from one service point and the extent to which specifically tailored services are offered for specific groups of users.

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Servicscape
The physical environment in which the experience is created, the servicescape (Bitner, 1992), is considered a key variable influencing customer perceptions and behavior, and one of the strongest drivers of service value (Walter, Edvardsson, & O¨ stro¨m, 2010). Services are very engaging when consumed, which accentuates the importance of their surroundings, which can be viewed as an issue for interaction and value co-creation. Besides enabling service operations, servicescape serve as stimuli themselves, by providing cues that create, influence, and enable the experience (Pine & Gilmore, 1998). Customer experience management has thus become a crucial element for developing and sustaining customer satisfaction and loyalty (Bolt and Chakravorti, 2011).

Employees
In any organization, employees are the basic source of delivering services to the customers. In such case, they ought to be friendly, helpful, time committed, competent and capable of sustaining interpersonal distance (Garg et.al, 2014).

Bitner et al. (1990) examined favorable and unfavorable service encounters, based on the customer's perspective, discovering that both satisfactory and unsatisfactory incidents could be attributed to one or more of three major types of employee behaviors: how the employee responded to a service delivery failure, how the employee responded to customer needs and requests, and unprompted or unsolicited employee actions. Bitner et al. (1994) later investigated the sources of satisfactory and dissatisfactory service encounters from the service employee's viewpoint. The results of this study revealed four groups of satisfactory and dissatisfactory incidents: how employees responded to failures, to problem customers, and to requests, and unprompted action by employees. Schneider and Bowen (1999) made an interesting argument that both customer delight and customer outrage stem from perceived justice or injustice. In a retail setting, if the customer's needs for security, justice, and/or self-esteem are violated in some way, a terrible shopping experience in which the customer may become filled with outrage may result. For example, a customer's need for justice might be violated if the customer was overcharged for an item or if a salesperson made promises or commitments to a customer that were later broken. A customer's need for self-esteem might be violated if salespeople were uncaring and rude or did not seem interested in assisting the customer. These situations may indeed lead the customer to endure a terrible shopping experience. Keaveney (1995) identified critical incidents in service encounters that led to customer-switching behaviors. Among customers' reasons for switching were inconvenience, pricing, core service failures, service encounter failures, employee responses to service failures, ethical problems, attraction by competitors, and involuntary switching. Ganesh et al. (2000) also investigated customer-switching behavior in a services (banking) context, distinguishing customers who switched banks due to dissatisfaction from other groups of customers. Finally, Kelley et al. (1993) identified types of retail failures. Types of retail failures were categorized into three groups: (1) employee responses to service delivery system or product failures; (2) employee responses to customer needs and requests; and (3) unprompted and unsolicited employee actions. Given this background and the fact that neither ''delightful'' nor ''terrible'' customer experiences in a retail shopping context has been examined, this exploratory research delves deeper into these issues by examining the factors that produce delightful as well as terrible shopping experiences for retail customers.

Core Services
It is the fundamental service due to which an organization positions itself in the market. In this section we will examine the influence of customer experience with the core service. This dynamic approach enables us to understand how the customer's experience of the service influences cross-buying and how cross-buying then influences subsequent usage of the core service. We adopt the view of many recent researchers that it is helpful to consider customers as intangible assets (e.g., Srivastava, Shervani and Fahey 1998; Gupta, Lehmann and Stuart 2004).

Value Addition
Value-added services can be defined as "These are the supplementary services which are delivered in addition to the core service; creates an exclusive and unforgettable feeling in the minds of the customers". In the research the term "value-added services" is used to denote services providing added value to the core product demanded. Value-added services may be related to content (e.g., information and decision support), to infrastructure (e.g., access), and to context (e.g., multimedia product presentation) (Methlie, 2002).

Related to value-added services offered on banking industry 'personalized attention to customers, customer values reflect what kind of value-added services customers want and believe that they have access to all those services in the bank. If preferred value-added services are offered to a high degree, customers will perceive high customer value. On the other hand, if preferred value-added services are not offered or offered to a low degree, customers will perceive the value offered by the bank to be low.

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Customer Interaction

The interaction process can be divided into three sub-processes: customer integration, service production and service recovery. First, since a service can only be produced when the service provider and the customer meet, the interaction process needs to be initiated, the customer must bring the car to the garage, the mechanic has to put the car into the right position in order to start the inspection, or, the bank customer needs to come to the bank branch, to the ATM or visit the internet banking website of the bank. because of the simultaneity of service production and consumption during a service encounter, there is a high potential for failure.

When a customer perceives poor quality because of mistakes and does not repurchase the services of the focal provider, the firm's value will be affected by the service failures. Thus, when accepting that – to a certain extent – failures are inevitable for services, e.g. because of the human element in service production, then the reactions of a service provider to the failures are of major importance. These reactions are summarized under the concept of service recovery. Because of the relevance of failures in service production, service recovery is defined as a separate process of the Service Value Chain.

DISCUSSION

Understanding and improving customer experience has become a management mantra. While the attractiveness of this goal for improving firm performance and customer well-being is an area of emerging interest in marketing, the elements that comprise customer experience and how these elements relate to customer assessment of their experience before during and after their encounter with a brand requires further and more detailed examination.

In today's world, in order to stimulate customer demand, simply providing low-priced and high-function products and services is not enough; businesses are being called upon to provide a high-quality customer experience as well (Bick, Brown and Abratt, 2004). Loyal customers are considered to be the key to survival and success in many service businesses, in particular in the hospitality, insurance and financial sectors. The assumption is that with customer satisfaction; loyalty, retention and profitability will automatically follow. The current thinking is that the relationship between satisfaction and loyalty is more complex than was originally proposed, however. As commoditization of many service offerings continues, new sources of competitive differentiation/ advantage will come from focusing on the management of customer experiences. Because loyalty is so very important to the survival and profitable growth of a company, measuring it becomes all the more important (Payne and Frow 2016).

Customer Experience is more or less a feeling. Experience leaves a memory trace that can last a long time and may have a huge effect on customer relations, bigger than a sales or customer service person could even think about. The current study aims at determining the factors which defines customer experience while accessing basic banking services, which ultimately leads to financial inclusion.

Financial Inclusion includes many institutions like banks, self-help groups, LIC, post offices and micro finance institutions etc. Customer build their experience during several touch points of banks and other financial institution. And it has also been observed that first experience of customers motivates them to visit again and again and also customers spread their experience through word of mouth.

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ETHNOCENTRIC TENDENCIES AMONG INDIAN YOUTH SHOWS FEMINIST LEANING

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ABSTRACT

The concept of consumer ethnocentrism was introduced in 1906 by sociologist William Sumner. Ethnocentrism is judging another culture solely by the values and standards of one's own culture. It is an unconscious conflict of an individual or group against other individual or group. This attitude, where a person attributes one's own culture as superior to other lacks objectivity. In the context of consumer behavior ethnocentrism is the preference for domestic over foreign products. This favoritism for domestic products results from consumers' love for their country and fear of foreign products dominating the market. Globalization has brought different cultures together; citizens are learning to overcome their self-centered thinking and view human society with a broader and more inclusive perspective. With many multinational companies operating in India it is worthwhile to study the prevalence of ethnocentric tendencies among Indian consumers, particularly the youth, which constitutes the biggest market and are thus lured by companies. The research instrument was a questionnaire and the data was collected through personal interviews using the representative sample of 100 respondents. Study conducted across a broad spectrum of youth shows that there is a significant difference between male and female on their ethnocentrism. The study also shows that female is more ethnocentric than their male counterpart which can be successfully leveraged upon by companies in their marketing strategies. Logistic regression supports the predictability of the model.

Keywords: Attitude, Consumer Behaviour, Ego, Ethnocentrism, youth.

INTRODUCTION

India's past strongly promoted the 'Swadeshi movement' (support to local manufacturers), that limited the entry of MNC products, spearheaded the 'Be Indian, Buy Indian' nationalist motto. The Indian government continued protectionist economy, and did not open its retail sector to foreign direct investment (FDI) until the late 1990s. This was aimed at protecting the local unorganized retail industry which constitutes a significant portion of India's retail sector. However in recent times, the Indian government has gradually opened up the retail sector to foreign competition (Parikh 2006), thereby increasing the amount of FDI inflows from less than $2.3 billion in 1999 to more than $23.7 billion in 2010. Moreover government further eased restrictions in the retail sector by allowing up to 51% FDI in single-brand retail trading in 2006 (Iyer 2010), thereby leading to massive influx of foreign products in the Indian market causing several domestic and foreign firms competing with each other). Survival of domestic companies was conditioned on understanding consumers' attitudes toward domestic and foreign products (Netemeyer, Durvasula, and Lichtenstein 1991). To understand Indian consumers' attitudes toward domestic and MNC products, it is essential to critique the ethnocentric tendencies of Indian consumers.

Ethnocentrism was first introduced in 1906 by sociologist William Sumner and the term 'ethnocentrism' owes its origin to sociology for universal tendency of people to view their own group as the center of the universe, reject people who are culturally dissimilar, while blindly accepting those who are culturally similar (Booth 1979; Shimp and Sharma 1987). It owes its origin to Greek word ethnos which means "nation" or "people". Thus Ethnocentricity shows itself in a lack of respect for other ways of life, and an ethnocentric person feels that his or her own nation or group is the cultural center of the world. Ethnocentrism defines as "a belief that one's own group, race, society and culture is good, normal, right and superior to other groups, culture, society and race that are inferior, wrong, abnormal and bad."

Ethnocentrism is the tendency to look at the world from the perspective of one's own ethnic culture. Ethnocentrism is prevalent in every culture around the world, based on number reasons, including religion, language, customs, culture, and shared history. It seems pretty logical for people to feel pride in the culture in which they have grown up and from which they have adopted their values and standards of behavior.

Ethnocentric consumers emphasize positive aspects of domestic products and with utter disregards to foreign products, preferring domestic products even if they know that foreign products have better quality (Shimp and Sharma 1987). Ethnocentric consumers make sacrifice by preferring to choose local brands in order to support their country's products (Cleveland, Laroche, and Papadopoulos 2009). Studies conducted in developed countries show that consumers in general tend to have a more positive quality perception of domestic than foreign products (Bilkey and Nes 1982; Dickerson 1982; Morgansky and Lazarde 1987; Samiee 1994; Ahmed and d'Astous 2001), and they consider it their duty to purchase domestic products in order to increase

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commerce and boost economy in their country (Shimp and Sharma 1987; Vida and Fairhurst 1999). But studies conducted in developing countries find that consumers prefer foreign products compared to products from their own countries (Sharma 2011), like Hungarian consumers rated Western products more positively than their local products (Papadopoulos, Heslop, and Beracs 1990). Kinra (2006) associates Indian consumers’ preference for foreign brands to superior quality, value, and technicality, and argues that ethnocentrism takes a back-seat when a product is from a developed country. Wang and Chen (2004) asserts that ethnocentric consumers in developing countries may positively evaluate foreign products if they perceive these products as being associated with a country with a better image. Studies demonstrate that ethnocentric consumers in developing countries perceive foreign goods to be superior to domestic products in certain aspects, and special situations may prefer foreign goods.

REVIEW OF LITERATURE

Crawford and Lamb (1981) argues that buying foreign products can cause high emotional involvement; transgresses psychological and social fabric. According to Shimp and Sharma (1987) it is the beliefs held by consumers about the appropriateness, morality of purchasing foreign-made product; loyalty of consumers to the products manufactured in their home country and in marketing it is reckoned as a dynamic factor in consumer purchasing choices. They argue that consumer ethnocentrism has a direct and negative impact on consumers' purchase intention towards foreign products, high ethnocentric tendencies lead to unfavorable attitude towards lower purchase intentions for foreign products, and refuse foreign products considering them harmful for economy. According to Shimp explained consumer ethnocentrism as: “The concept used here represents consumers' normative beliefs in the superiority of their own countries' products. This perception transcends mere economic and functional considerations, and, has foundation rooted in morality, where consumer ethnocentrism is intended to capture the notion that some consumers believe it is somehow wrong to purchase foreign-made products, because it will hurt the domestic economy, causes loss of jobs, or in short it is plainly unpatriotic”

It is believed that consumer ethnocentrism, along with a feeling of patriotism and emphasis on cultural and ethnic identity, has a strong effect on the global business environment especially during an economic crisis. In addition, Kim and Pysarchik argued direct negative correlation between CET and attitudes toward foreign products and positive relationship between CET and purchase intention of domestic products.

The highly ethnocentric consumer will prefer domestic products compared to foreign products, and mildly ethnocentric consumer is more likely to purchase foreign products. Herche (1992) argues that ethnocentric tendencies are better predictors of purchase behavior (intentions) than demographic or any other marketing mix variables, further ethnocentrism predict consumers' preferences to buy domestically produced goods instead of foreign goods. They asserts that consumers' ethnocentrism is based on the premise that patriotic emotions will effects consumer's attitudes and purchase intentions, which was supported by Shoham and Brenečić (2003) and other (Yelkur et.al, 2006; Chryssochoidis et al.; 2007; Nguyen, et al., 2008; Evanschitzky, et al., 2008; Ranjbairn, et al.; 2011).

Studies suggested that though the concept originated in developed economy, economic development of the nation governs consumers’ ethnocentrism (Herche, 1992; Elliot, Cameron., 1994; Ahmed et al., 2004). However recent research (Supphellen, Gronhaug, 2003; Reardon, et al., 2005; Klein, et al., 2006) have shown that the same concept is applicable in the context of developing countries. Other studies have showed the existence of negative ethnocentrism (Bailey, Pineres, 1997; Ger, et al., 1999; Burgess, Harris, 1999; Batra, et al., Balabanis, Diamantopoulos, 2004), low culture of openness and limited cosmopolitanism have led to the emergence of ethnocentric tendency as a result of (Vida, Fairhurst, 1999; Vida, Reardon, 2008).

Shimp and Sharma (1987) were the first to develop an effective instrument for measuring the ethnocentric tendencies of consumers purchase decision, which can measure, explain and provide answers to why and to what extent consumers prefer domestic products instead of foreign. The scale rather than measuring attitude measures “tendencies" and also incorporates the reason s to buy "the most appropriate product”. It can be concluded that Cetscale is a successful predictor of consumers' beliefs, attitudes, purchase intentions and decision, which has been widely used to measure consumer ethnocentrism tendencies in many studies within developed and in the developing countries (Luque-Martinez, et al., 2000; Kaynak, Kara, 2002; Chryssochoidis et al., 2007; Yeong et al., 2007, Wong et al., 2008, Vassella, et al., 2011; Ranjbarian, et al., 2011; Teo, et al.Mohamad, Ramayah, 2011).

H1: There is No significant difference between male and female on ethnocentrism.

H2: There is a positive zero order correlation between Gender and Ethnocentrism.

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FINDINGS

It is a Non Probability convenience sampling. Where the questionnaire was administered personally to 100 respondents, consisting of 17 item Standard Scale (CETSCALE) developed by Shimp and Sharma (1987), anchored on 5 point Likert (Strongly Agree –Strongly .Disagree).Sample was drawn from youths between the age 18-25 years in and around malwa region. We have used a sample of young consumers in this research, since the purpose of this research is to explore some aspects of globalization and this age group is most likely to be amenable to this topic and have the lowest barriers to international trade (Shukla, 2011). Further this segment constitutes millions global consumers, and are sought by managers of multinational firms (Strizhakova et al., 2008).

The Reliability value of the above table indicates that the reliability coefficient Cronbach's alpha value for the Ethnocentrism scale measure 0.841 which is more then internationally recognized value of 0.75; indicating that the reliability to measure Ethnocentrism of the respondent was high and it could be used for this study further no item needs to be deleted since deletion of any did not result in any significant increase of scales reliability.

Sample consisted of 63 female and 37 Male respondents. Among the male respondents 5(13%). were below graduate 18 (49%) were graduate and 14 (38%) were post graduate. Similarly among female 8(13%) respondents were below graduate 25 (39%) were graduate and 30 (48%) were post graduate.

Table-I: Respondent Profiles and Inter Item Covariance Matrix

	Gender	Qualification	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7	Item 8	Item 9	Item 10	Item 11	Item 12	Item 13	Item 14	Item 15	Item 16	Item 17
Gender	1																		
Qualification	0.07	1																	
Item 1	-0.12	0.10	1																
Item 2	-0.21	-0.13	0.36	1															
Item 3	-0.03	0.06	0.08	0.26	1														
Item 4	0.05	0.13	0.14	0.24	0.38	1													
Item 5	0.06	0.00	0.24	0.15	0.09	0.10	1												
Item 6	0.07	0.14	0.26	0.28	0.31	0.43	0.22	1											
Item 7	-0.08	0.06	0.12	0.24	0.08	0.17	0.01	0.47	1										
Item 8	-0.14	-0.02	0.13	0.18	0.29	0.15	0.16	0.28	0.39	1									
Item 9	-0.03	0.01	0.15	0.32	0.23	0.24	0.12	0.17	0.28	0.25	1								
Item 10	-0.08	0.16	0.13	0.24	0.26	0.25	0.09	0.44	0.29	0.12	0.28	1							
Item 11	-0.08	0.19	0.35	0.21	0.17	0.20	0.01	0.41	0.36	0.27	0.23	0.38	1						
Item 12	-0.11	0.10	0.28	0.21	0.16	0.14	0.29	0.29	0.31	0.30	0.37	0.16	0.45	1					
Item 13	-0.23	-0.10	0.38	0.22	0.23	0.12	0.15	0.20	0.08	0.16	0.21	0.05	0.20	0.29	1				
Item 14	-0.09	0.07	0.33	0.17	0.11	0.07	0.16	0.13	0.16	0.18	0.16	-0.09	0.30	0.35	0.44	1			
Item 15	0.00	0.18	0.21	0.25	0.23	0.32	0.22	0.40	0.13	0.15	0.04	0.21	0.27	0.14	0.36	0.41	1		
Item 16	-0.14	0.17	0.36	0.42	0.27	0.35	0.06	0.46	0.23	0.21	0.09	0.25	0.44	0.29	0.38	0.36	0.57	1	
Item 17	-0.15	0.17	0.33	0.29	0.44	0.51	0.07	0.16	0.06	0.28	0.26	0.17	0.16	0.14	0.25	0.18	0.30	0.45	1

Table-II: Regression Output

Pairs	Standard Item of CETSCALE	95% Confidence Interval of the Difference		T Critical Value	P Value
		Lower	Upper		
Pair 1	No Foreign Product in India – Gender	.80083	1.27917	8.628	.000
Pair 2	Foreign Product to be Taxed Heavily – Gender	.58006	1.05994	6.781	.000
Pair 3	Little Purchasing from Other Countries – Gender	.28990	.71010	4.722	.000
Pair 4	Unavailable Products to be Imported – Gender	.34884	.81116	4.979	.000
Pair 5	Curb All Imports – Gender	1.08669	1.53331	11.640	.000
Pair 6	Indian Buy Indian Products – Gender	.41703	.90297	5.390	.000
Pair 7	It is Best to Purchase Indian Products – Gender	.45120	.92880	5.733	.000
Pair 8	Purchase Indian Manufactured Products – Gender	.32906	.77094	4.939	.000
Pair 9	Buy Indian Products Keep India Working – Gender	.04013	.45987	2.364	.020
Pair 10	It may cost in long run but I support Indian Product – Gender	.26153	.73847	4.160	.000

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Pair 11	Indian Product First Last and Foremost – Gender	.49248	.94752	6.279	.000
Pair 12	Real Indian Buy Indian Product – Gender	.93846	1.46154	9.104	.000
Pair 13	Indians are responsible for keeping fellow Indian out of Work – Gender	.90678	1.39322	9.382	.000
Pair 14	Purchasing Foreign Product is Un-Indian – Gender	1.75576	2.24424	16.248	.000
Pair 15	It is not Right to Purchase Foreign Product – Gender	1.00723	1.47277	10.570	.000
Pair 16	Foreign Product Hurt Indian Business and cause Unemployment – Gender	.68534	1.17466	7.543	.000
Pair 17	Gender - We should Buy only those product which we can't Produce	-.64976	-.23024	-4.162	.000

When Cetscale items were regressed on gender Item 2, 7 through 14, 16 & 17 show negative beta value (all p>.05) indicating that in 11 of 17 items female show more ethnocentric tendency than male (though the difference is not significant at 5% significance level, Table II). On the item No 13 (Indians are responsible for keeping fellow out of work) the beta value (β= -0.244) is significant (p=.05). These findings clearly indicate that among youth female are more ethnocentric than male. Hypothesis 2 is also rejected. Covariance table (Table I) shows that 13 items (item 1 through 3, 7 through 14, and 16 and 17 are negatively covariance) of which item 2nd and item 14th show significant covariance. Thus Hypothesis 1 is rejected.

Logistic regression when applied (keeping Gender as dependent variables) and items of ethnocentric scale as predictors the Nagelkarke R square is .24 (Cox Snell R square 0.177) shows that 24% of the variability of the gender is predicted by the model, but Hosmer Lemeshov test Chi-Square (4.109, p=0.847) is statistically not significant shows that the model predictability is very good and there is no mis-specification in the predictability of the model.

Table-III: Logit Regression Output

Pairs	Standard Item of CETSCALE	B Value	Sig.Value
Item 1	No Foreign Product in India – Gender	.101	.730
Item 2	Foreign Product to be Taxed Heavily – Gender	-.516	.074
Item 3	Little Purchasing from Other Countries – Gender	.189	.526
Item 4	Unavailable Products to be Imported – Gender	.203	.493
Item 5	Curb All Imports – Gender	.127	.647
Item 6	Indian Buy Indian Products – Gender	.450	.154
Item 7	It is Best to Purchase Indian Products – Gender	-.132	.656
Item 8	Purchase Indian Manufactured Products – Gender	-.315	.290
Item 9	Buy Indian Products Keep India Working – Gender	.407	.213
Item 10	It may cost in long run but I support Indian Product – Gender	-.386	.181
Item 11	Indian Product First Last and Foremost – Gender	.001	.998
Item 12	Real Indian Buy Indian Product – Gender	-.130	.600
Item 13	Indians are responsible for keeping fellow Indian out of Work – Gender	-.595	.037
Item 14	Purchasing Foreign Product is Un-Indian – Gender	-.004	.988
Item 15	It is not Right to Purchase Foreign Product – Gender	.311	.286
Item 16	Foreign Product Hurt Indian Business and cause Unemployment – Gender	-.111	.741
Item 17	Gender - We should Buy only those product which we can't Produce	-.371	.359

Based on the responses given to the CETSCALE we can identify the gender of the respondents. The model overall predictability has jumped by 7% as compared to the predictability of the base model. Also the un-standardized Beta coefficients are negative for items 2, 7,8,10, 12 through 14, 16 and 17 though all are statistically insignificant except that for item 13 (β = -0.595, p=0.037) which shows that female strongly believe that Indians are responsible for keeping fellow Indian out of Work (Table .III) thus validating the findings of Linear regression.

CONCLUSION AND IMPLICATION OF STUDY

The study contributes to the generalisibility of this scale (CETSCALE) in developing South Asian economies as ours. Proper understanding of target customer's ethnocentrism can help managers create a database that can be

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fruitfully incorporated in the process of marketing strategy development. Further seeing gender bias on ethnocentrism, marketers should redesign their marketing mixes keeping in mind the fact that female are more ethnocentric and ensuring that their advertisements should contain ethnocentric appeals while targeting female customers. For male costumers they should redesign their advertisements that appeal to male segment. Female believe in Indian responsible for keeping fellow Indian out of job can be successfully leveraged by national companies to increase sale by appealing to their ethnocentric sentiments.

The findings of this research have implications not only for marketers who are wrestling to preserve domestically produced goods against foreign competition but also for the marketers who want to introduce foreign products into Indian market. Furthermore the findings of study would also help marketers to design and customize their own strategic activities in target market. The results can assist both Indian and foreign retailers in developing successful strategies in order to thrive in the Indian economy.

LIMITATION AND DIRECTION FOR FUTURE RESEARCH

There are certain methodological limitations in our study. As a result of the non-random sample coupled with low sample size, it is not possible to claim complete external validity for our results. Also, we recognize that we have a student sample, more generally, that our sample is appropriate for our study purpose in line with criteria set by prior researchers (e.g., Bello et al., 2009) and we contend that students are consumers which are usually not the case since their disposal income is very low.

Future studies could overcome this limitation by considering a more representative heterogeneous sample of national populations. Study can be conducted in other nations though for the country selection, we acknowledge that neither group can be fully representative of either ‘developed’ or ‘developing’ countries. The attitudes of the consumer towards domestic *vis-a-vis* foreign products have been, for many years, been a subject of the consumer behavior research. Studies should be conducted to determined whether ethnocentrism impinges on consumers' purchase intentions or not. In future, studies can be conducted to find out additional factors that influences or mediates in the formation of ethnocentric consumers' behavior, such as price, quality, availability and products category. These would help in identifying factors that circumscribe ethnocentric tendencies of Indian consumers which eventually will contribute to better understanding of the purchase decisions of consumers in our country. Furthermore, it would be interesting to study as to how the consumer ethnocentric tendency influences purchase intention, for various low and high involving product categories, in a varied level of eco- socio-politico-cultural environment.

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VISION AND MISSION AMONG THE MICRO CULINARY BUSINESSES IN SURABAYA, INDONESIA

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ABSTRACT

The study investigates how the micro businesses in Surabaya, Indonesia especially the culinary Business concern about the vision and mission building for their business. Using the qualitative method, 12 owners of culinary businesses, mostly the traditional coffee shops and traditional food stalls were interviewed as informants. The results show that most of micro culinary business owners in Surabaya, Indonesia failed to understand the vision and mission statements and utilize them to set the objectives and strategies. Thus, the vision does not link to mission and mission is irrelevant to objectives and finally the strategies are set normatively. It is strong not enough to face the intense competition in very rapid changes in global era.

Keywords: vision, mission, objective, strategy, micro culinary business

INTRODUCTION

A business' objective is mainly to seek profit. The other objectives are business survival, company growth and corporate social responsibility. To gain the objectives, all businesses should have the structured and planned activities. In business, plans should be based on vision and mission but unfortunately some companies, even the medium size-scales, do not have vision and mission statements although those statements are very important part of strategic management. (Papulova, 2014).

Small and medium enterprises are very common in Indonesia and usually owned by a proprietor. Although the initial investment is low, but micro businesses are considered survive and strong when the economic crisis hit the country. The numbers of micro businesses in Indonesia are huge and growing year by year and scattered in many areas, not only in rural but also in the cities like Surabaya, the second largest city in Indonesia. Micro businesses tend to be tools in economics to recruit more people around the location and thus in the long-term will help the macro economy to handle the unemployment rate.

The rapid competition either local or global is intensively changing market condition (Auka & Langat, 2016). The strength of the micro businesses in the changing and challenging business world is mainly supported by the spirit of the owners to maintain their business. In the previous studies, vision and mission statements give the direction to the business and it is strongly advised to SMEs, so they get formal strategic plan (Sandada, 2014). The tight competition urges companies in all scales set their strategies to reach their goals carefully and micro businesses as well. Previous studies found it important for micro businesses to state the vision and mission (Darby, 2012; Sandada, 2015).

Culinary businesses in Indonesia are mostly founded by entrepreneurs and grow rapidly as they can exist in many ways and forms such as, street food, coffee shop, traditional food stalls and even the big restaurants. Economically, they contribute significantly as source to reduce unemployment rate notwithstanding most of them are considered micro scale businesses because they employ not more than four employees. This study aims to know how well the owners of micro businesses in culinary field understand their vision in running the business and how the owners utilize the vision to set their business' mission, objective and strategy.

LITERATURE REVIEW

Micro Businesses in Indonesia

Given the criteria by Ministry of Cooperation and SMEs of Indonesia in 2012 based on the Law No. UU No. 20/2008, the criteria of a micro business is shown in the following table:

Table-1: Criteria of Micro and SMEs in Indonesia

No.	Level of Business	Assets Criteria	Income (Revenue) Criteria
1	Micro	Max. 50 million Rupiahs	Maks. 300 million Rupiahs
2	Small	>50-500 million Rupiahs	>300 million – 2.5 Billion Rupiahs
3	Medium	>500 million – 10 Billion Rupiahs	> 2.5 – 50 Billion Rupiahs

Source: Anton, et al. (2015)

The criteria based on employees in various level of business in Indonesia, a micro business (home industry) has up to 4 employees, small business has 5-9 employees, a medium business scale has 20-99 employees and a large one has more than 100 employees.

Characteristics of Indonesian Micro Business

The problem of micro business in Indonesia is mainly the inability of the owner to plan and lack of managerial skill (Hidayati, 2015). The other study found four problems of micro businesses, low entrepreneurship spirit, low competency, limited fund and lack of complementary support (Suryanto & Muhyi, 2017). Low skill of technology, low productivity, high difficulty in marketing and low organization quality are also the weakness of micro business in Indonesia (Anton, et al., 2015).

Vision

Vision can be described as picture of the future (Papulova, 2014). It is a guidance for company existence. It is recommended that a business should write their vision and mission statements because it is important for them to adjust their strategic to external environments, represented in opportunities and threats (Walt, et al., 2014). Some companies, especially small and medium scales rely their business decisions on their own intuition (Majama & Magang, 2017) even though vision statement is a very basic thing for a company to declare what the company wants to become (David, 2011). Vision is also defined as a picture of what the company wants to be or achieve (Hitt, et al., 20109).

Mission

Another crucial part in strategic management is mission. Being derived from vision statement, it defines how the company creates the strategy (Papulova, 2014). The mission is organization's purpose that reveals their stakeholders (Auka & Langat, 2016) and it differs a company to others. Another definition of mission is also a purpose relevant to the stakeholders' expectations towards the company (Johnson, et al., 2008). Mission is an answer of a question "what business are we in?" thus there are some concerns to the interests of all stakeholders from which a company's strategy derives.

Culinary Business

In Indonesia the food processing industry consists of many forms of culinary business. A study implied the need of this industry in Indonesia to have more concern in business performance improvement as well as market orientation (Najib, et al., 2011).

METHODOLOGY

This study used qualitative method to explain the situation of micro culinary businesses in Surabaya, Indonesia. The number of informants used are 12 owners of micro businesses, mainly in culinary such as traditional coffee shops, traditional food stalls, and street food vendors. The name of owners and shops are hidden due to the confidentiality and special requests of the informant, but the field of businesses are declared who were interviewed during October 2018. The length of businesses are counted from the first day the businesses executed. The income used here as the simple indicator of a performance in monthly basis, and usually called by the owners as "omzet" or revenue, means the gross income before counting the costs. Employees in the Table 2 shows the number of employees employed by the business. If it shows 1 person, means the owner has no employees but helped by their core family members (spouse or children) so they do not give salary because the helps are only for casual and incidental tasks. The validity in this research is gained when there is no difference between reported results from the field by the researcher and the actual condition at the location and helped by the questions to find out the right ways in measuring the attributes.

Table-2: Informants' Description

Informant No.	Field of Business	Length of Business (year)	Revenue/Month (in Rupiah)	Employees (Persons)
I.1	Traditional food stall	6	5 Million	1
I.2	Traditional coffee shop	13	30 Million	3
I.3	Street food vendors	10	4 Million	4
I.4	Street food vendors	1	8 Million	2
I.5	Traditional coffee shop	1	19 Million	3
I.6	Traditional coffee shop	1	6 Million	1
I.7	Traditional coffee shop	2	10 Million	4
I.8	Traditional coffee shop	3	5 Million	1
I.9	Traditional food stall	2	6 Million	2
I.10	Traditional food stall	7	50 Million	4
I.11	Traditional food stall	2	16 Million	1
I.12	Street food vendors	26	16 Million	1

Source: Primary data (Author, 2018)

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The interview process used eight opened questions to indicate the understanding of vision and mission among the owners, as follows: (1) “What do you think of a vision?”; (2) “What is your business’ vision?”; (3) “Do you think your business’ vision is the same as personal vision?”; (4) “How is your business’ vision built?”; (5) “What is your business’ mission?”; (6) “What is the objective of your business?”; (7) “What is your strategy of your business?”; (8) “Do you think the current vision needs to be revised in the future?”.

The question No. 1 to 4 are used to describe the understanding of vision and mission among owners about their own business’ visions. The questions No. 5-8 are to understand how the owners utilize the vision to set their business’ mission, objective and strategy.

RESULTS AND DISCUSSIONS

The observation was done by interviewing the owner of each culinary business in their location to ensure the validity of the informants’ answers. The observer matched the answers to the real conditions of the business. The discussion is divided into three parts, the understanding of vision and mission, the understanding of how to utilize vision and mission and the last part is relating the understanding to the performance of the business.

Table-3: Answers for “What do you think of a vision?”

Informant No.	Answers for Q.1 (What do you think of a vision?)
I.1	Vision is a future objective
I.2	Vision is an objective or dreams that I want to gain and make in the long term.
I.3	Vision is a picture of future that I want to gain
I.4	Vision is something that what be believed, I can be.
I.5	Vision is an objective for a business in the future.
I.6	Vision is statement about the future vision about business which is going to be built, what the objectives are and what to gain later. For me, vision is not detailed written because of the change possibilities in the future which is hard to predict.
I.7	Vision is a dream and also mind of what I want in business.
I.8	For me, vision is a statement about situation and something that a business want to gain in the future.
I.9	Vision, is long term objective
I.10	Vision is about how we see the future where the business should exist and more innovative.
I.11	Vision is an objective for future.
I.12	Vision is a kind of want or will that must be made true in the future.

Source: Primary data (Author, 2018)

The Table 1 shows most of the informants cannot understand the definition of “vision” because they mainly correlate vision statement with objective as the same or similar thing. Only 5 of 12 who did not mention objective in defining the vision (I.3, I.7, I.8, I.10, I.12).

Table-4: Answers for “What is your business’ vision?”

Informant No.	Answers for Q.2 (What is your business’ vision?)
I.1	My business' vision is business that I have can run well with my own special natural spices so people around can recognize it.
I.2	To make the traditional coffee shop to be the most famous coffee shop in Indonesia with the mixture of traditional and modern nuances.
I.3	To be the superior brand and bring the traditional Indonesian foods to the world.
I.4	To make the Indonesian traditional food gift with either traditional or modernized tastes to go internationally.
I.5	To make the coffee shop as the comfortable, friendly and place for youth to gather positively.
I.6	To be the traditional coffee shop who is able to compete and has high competitiveness so it can build some branches in other areas.
I.7	To open new job opportunity, bond the family and as the medium to learn or experience, and to create the future opportunity so it can develop the Indonesian economy.
I.8	To be the most visited traditional coffee shop in town.
I.9	To make the cooks from chicken be a part of traditional product known by the community and famous.

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I.10	To become the competitive culinary business to enter the market by providing the best quality and facility for consumers.
I.11	To make the delicious fried rice which can be a trend-setter in Indonesia by creating newest recipe, more delicious and halal.
I.12	To make the street food with high quality standard.

Source: Primary data (Author, 2018)

Question 2 can be answered well by most of all informants, although the understanding of vision definition is missed out among some informants. A good vision statement should direct to where the company like to be in the future (Hitt, et al., 2009), and it should make the people feel challenged. The vision should be set simple, positive, emotional and enduring. However, the best vision statements are owned by I3, I8, and I12. Those three mentioned informants set their business vision simple, clear and challenging, while the other vision statements are too practical and tend to be a mission statement rather than a vision. The good vision statements of the respective companies are also set relatively short and concise so it is easy to remember (Hitt, el al. 2009). Most of informants failed to set vision statement based on attributes (Kantabutra & Avery, 2003) such as: brevity, clarity, abstractness, challenge, future orientation, stability, and desirability to inspire. The most failure is the abstractness which reveal the degree of vision statement to indicate the long-term goal not only one-time goal.

Table-5: Answers for "Do you think your business' vision is the same as personal vision?"

Informant No.	Answers for Q.3 (Do you think your business' vision is the same as personal vision?)
I.1	I think it is similar.
I.2	Yes, the same as what I hope.
I.3	Yes, I think so.
I.4	Yes, I think it is similar.
I.5	Yes, based on my own expectation about the future.
I.6	Yes, sure.
I.7	Yes, more or less the same, because this business is what I do based on my own thinking and willing.
I.8	Yes, the same.
I.9	Yes, but besides that, I want to give more job opportunity.
I.10	Yes, similar.
I.11	Yes, the same.
I.12	Yes, the same. Because it must an objective unity between owner's and business' visions.

Source: Primary data (Author, 2018)

All informants based on Table 5 gave "Yes" answers, means all the business owners interviewed understand what they want to gain for their businesses. The problem for micro culinary businesses studied is the implementation of the vision. The owner might have good and inspiring vision, but most of the employees they have do not understand the business visions. It needs to clarify and share the vision to employees as well to enhance the business performance (Kantabutra & Avery, 2003).

Table-6: Answers for "How is your business' vision built?"

Informant No.	Answers for Q.4 (How is your business' vision built?)
I.1	Arrange and set based on the realistic future and I want to make it true in a particular time.
I.2	It came from my idea when I was in a coffee shop with my friends.
I.3	From good service quality and maximising the satisfaction with affordable price so it can bring customers' loyalty.
I.4	I did small research and interview people about their needs.
I.5	Based on personal experience when the owner found it hard to find food stalls so he and his friends can talk together.
I.6	The vision should be set based on the high commitment and long term to organization to make the decision easily and faster.
I.7	There is an idea to create opportunity in the future, short and long term about the business and it was discussed with family.
I.8	When I started the business, I set the vision.

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I.9	Since I wanted to build a culinary business, and I don't want to imitate others so I make my own recipe. In the future, I hope it can bring more people to work here.
I.10	The vision is built based on my hobby and family agreement. Cooking is my hobby, so I want to have my own business based on my skill.
I.11	My business vision is set based on realistic future situation.
I.12	I only want to give good service and good product.

Source: Primary data (Author, 2018)

Based on Table 6, only I2, I4, I5, I7, I8, and I10 set their business visions either by themselves or together with their relatives, and even doing research. Setting vision and mission needs time as it is an initial important part in strategic management that require the carefulness to set it. Some large businesses may set based on the CEOs agreements and more complicated, but for small or smaller ones (micro) may spent less time and faster because micro business only has the owner as the decision maker (Walt, et al., 2004).

Table-7: Answers for "What is your business' mission?"

Informant No.	**Answers for Q.5** **(What is your business' mission?)**
I.1	The missions are: using natural ingredients, affordable price, good service, authentic taste, helping community to fulfill the daily food needs.
I.2	I think, my business mission is providing original coffee.
I.3	Stages to reach the vision. Anything.
I.4	About the mission, one of it to display the products in airports.
I.5	Providing qualified coffee, providing comfortable place for gathering, put the customers as priority and giving best service.
I.6	Providing best service to satisfy customers and making the differences to other coffee shops.
I.7	My missions are to keep and improve quality, give the best service, and promote in social media.
I.8	My mission is to give good qualified service and affordable price.
I.9	My mission is to keep creative efforts to fulfil the needs.
I.10	My mission is to do anything required to reach the vision.
I.11	To use natural ingredients, provide affordable price, develop new things based on customers' inputs.
I.12	To seek improving income.

Source: Primary data (Author, 2018)

In Table 7, the mission of businesses concern mainly to the customers, in terms of prices, product quality, service quality, distribution channel and tastes. Only I12 prioritizes the business mission on financial matter, such as increasing own income. However, all missions are set well, focused and clear so that it is easier for owners to set the goals and strategies. Johnson et al. (2012) stated that a narrow scope of mission statement is good for a company to keep focusing on what the company can do best, especially in the turbulent industry situation.

The focus is very helpful for the micro businesses because most of small or smaller business scale in Indonesia has similar limitations regardless the locations. Since the micro businesses have low human resource competence on strategic thinking, the simple mission helps them to play safe and efficiently in production because they usually focus on technically matters (Suryanto & Muhyi, 2017). Another limitation is access to funding and it brings problems to micro business. Micro culinary businesses in Indonesia are characterized as simple management style. The owners tend to focus on daily cash flow and existed customers maintenance rather than setting the very detailed plans on many stakeholders, as they also do not have demanding stakeholders. The only one stakeholder to take care of seriously for micro culinary business in Indonesia is customers.

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Table-8: Answers for "What is the objective of your business"

Informant No.	Answers for Q.6 (What is the objective of your business)
I.1	To get income for daily needs.
I.2	The objectives of my business are to get profit and have more relatives
I.3	To fulfil my daily needs.
I.4	In the first is only to show my pride of my mother's traditional recipe. But finally, it is good to support family's economy.
I.5	In the next 2-3 years I will make job opportunity for my friends
I.6	Looking for profit.
I.7	To develop family business, to bond the family relationship, create the future opportunity
I.8	To utilize the current potential
I.9	To develop the surrounding area economic potential in culinary business.
I.10	To get own income, create job opportunity, reduce unemployment.
I.11	To get income for daily needs.
I.12	To make the street food affordable for hunger.

Source: Primary data (Author, 2018)

The main objective for most of micro culinary business owners, who were interviewed, is getting income and profit. Table 8 shows only 5 of 12 informants (I5, I7, I8, I9, and I12) have different objectives, such as creating jobs, creating affordable food, utilizing the owner's potential and developing culinary business in their areas. The other 7 informants, strictly mentioned their objective is to get income and profit.

Objectives, as a specific outcomes to be achieved stated by a business, often expressed in financial terms (Johnson, et al., 2008). The micro culinary businesses whose employees not more than 4 people, are very sensitive on financial matters. Usually, they establish businesses because of their own financial difficulties and thus they try to utilize what they can do based on their capacity, hobby and ability to solve the problems.

Table-9: Answers for "What is your strategy of your business"

Informant No.	Answers for Q.7 (What is your strategy of your business)
I.1	Vision should give the motivation and be communicated among the employees.
I.2	For sure, the strategy is to provide qualified coffee and comfortable place for gathering and best in service.
I.3	Product development, product and service quality improvement, develop halal and healthy food.
I.4	Adding some more product variants, trying new things in product things and new market.
I.5	Setting affordable price, providing foods and beverages for youth, providing large room with WIFI connection and longer operational hour.
I.6	Analyzing the market.
I.7	Building good teamwork and having consistent system.
I.8	Giving good quality and facility to make the customer comfortable.
I.9	We provide all needs with differentiated price from low to high income class, promote intensively, and increase networking.
I.10	SWOT analysis
I.11	Communicating vision to all members/workers.
I.12	Seeking market opportunity and maintaining quality.

Source: Primary data (Author, 2018)

Strategy is derived from the objectives that a company has set based on vision and mission. Table 9 shows how the owners of micro culinary businesses arrange their strategies. Only five informants (I3, I4, I5, I7, and I9) can clearly set their measurable strategies. Although the others are considered consistent to what the missions they have set, but the strategies are not clear enough to measure and evaluate. Strategy is a company's comprehensive plan that reveals how a company will achieve its vision, mission and objectives (Wheelen & Hunger, 2012). So, if a micro culinary business can state their strategy clearly, it is better to implement and even save the resources from waste due to *trial and error* practice in solving problems or achieving the objectives.

Table-10: Answers for "Do you think the current vision needs to be revised in the future"

Informant No.	Answers for Q.8 (Do you think the current vision needs to be revised in the future)
I.1	I think so. I will revise the vision better.
I.2	I think for now it is enough.
I.3	I think I should revise, at least once in 5 years or based on the needs.
I.4	I will revise in next 2-3 years or when there is urgently situation occurred.
I.5	I need to revise my business' vision.
I.6	Based on the time, yes. It needs to revise the vision.
I.7	Enough for now.
I.8	I think it is enough.
I.9	No need.
I.10	It is enough.
I.11	I will revise, but I do not know when to revise.
I.12	Absolutely it is required. The demand changes and competition increases rapidly. I will revise the vision soon.

Source: Primary data (Author, 2018)

Based on the Table 10, most of the business owners are ready to change their vision if the situation changes, although not in a very short range from the interview sessions. Most culinary businesses interviewed have been established more than 5 years and they have not changed the vision at all. What they change is strategy. Generally, the micro culinary businesses in Surabaya, Indonesia are not supported by clear vision and mission statements because their understanding about vision and mission is insufficient. They can say vision is about future or even dream, but they cannot base on it when they set mission. The tables of answering mission statements show the irrelevant vision and mission statements.

The objectives and strategies are derived from vision and mission statements of companies and in this study, most of objectives are not linked to the vision and mission stated before. The strategies tend to be normative. They fail to utilize vision and mission statement as foundations of their business operations. It will be harmful for companies, if the external environment changes and the competition tension becomes higher. The micro culinary businesses are easily affected by the market fluctuations.

CONCLUSION

Firstly, the study finds that micro culinary business owners may understand the definition of a word "vision" theoretically, but once they asked to state their own business' vision statement, they missed and failed to link their own and business visions. Secondly, the owners of micro culinary businesses in Surabaya, Indonesia tend to set the mission statements based on what they want to do on their businesses not answering the question "what are we in?" thus they failed to expose what business' specification they have compared to their competitors. Almost all of the businesses considered customers as the main stakeholder to satisfy and take care of. Thirdly, the failure to set the clear vision and mission statement for business can bring failure to set the objectives and strategies and it reveals the lack of ability to utilize the vision and mission stated in daily operations.

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PORTRAYAL OF ALCOHOLIC CULTURE AND SUBSTANCE USAGE IN INDIAN HINDI CINEMA: A REFLECTION OF INTER-CULTURAL PRACTICES IN THE TWENTY-FIRST CENTURY

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ABSTRACT
Cinema is one of the most powerful medium, which has an impact on the viewers mind either negative or positive. Today most of the directors make films only to earn money; their themes are drugs, alcohol and modern urban life style. In this study, researcher aimed to understand and analyse how Indian Hindi movies are portraying the unethical usage of drugs and alcohol, especially the movies that released in 21st century from 2010 to 2018. The researcher prefer to select descriptive analysis method for analyzing the movies followed by the snow ball sampling method.

Keywords: Hindi Cinema, Urban Life style, Unethical portrayal, Usage of drugs and alcohol

INTRODUCTION
The past decades have witnessed a growing interest among researchers in exploring the linkages between the media and the attitudes and behaviors of young people in India. Cinema is one of the most powerful medium, which has an impact on the viewers mind either negatively or positively.

On the basis of film viewing choice and pattern, film viewers can be categorized into three categories - the children, the youth and the elderly people. The children's attention can be drawn by giving some animation, cartoon, magic and comedy in the movies. The elder people mostly like to view art movies, historical, family drama stories. The main money bank for the movies is the youth. Fights, songs, romance, dialogues and mind game are the major elements in the movie that attract the youth's attention. A film showing smoking, usage of drugs and drinking with loud music and dark night parties, and rape scenes inspires the youth to try that in real life (Ingle & Vemula, 2012). Today most of the directors make film only to earn money; their themes are drugs, alcohol and modern urban life style. Drug and alcohol has become a central part of societal controversy. Hindi film makers also remake or adopt Hollywood, Tollywood ideas to achieve box office success (Ganti, 2002)

The history of Indian cinema started about 100 years ago. There are many directors from initial stage to present days, who worked on portrayal of drugs and alcohol on silver screen in Bollywood. Portrayal of drugs and alcohol is not a new topic for Indian filmmakers. Drugs and alcohol was portrayed in a significant manner in "*Devdas".*

In 2016 Udata Punjab movie was released directed by Abhishek Chaubey. This movie is based on blatant drug abuse in the state of Punjab. A serious issue in the state, the movie revolves around the drug addicted singer **Tommy Singh** and how his addiction affects his fans and those around him.

In 2016 Raman Raghav movie was released directed by Anurag Kashyap. a crime thriller shows the use of drugs throughout the film. **Vicky Kaushal**, a police officer who is investigating the murders committed by a serial killer. Ultimately, the drugs have a profound effect on him, changing him completely in more cruel way.

In 2011 Shaitan movie released directed by **Bejoy Nambiar**, its a crime thriller on the decadence of five youngsters depicts a lot of violence, drug abuse and a lot of other crimes. aptly giving the movie its name. **Kalki Koechlin** plays a drug addict in this film.

2013 **Go Goa Gone movie released** directed by Raj Nidimoru and Krishna D.K. This is probably the only movie where drugs were seen not as the problem, but as an answer to *destroying zombies*! The zombie apocalypse started with the use of a new drug and was put to an end with another. So basically, what the movie tried to say is that drugs do kill!

In 2011 Dum Maro Dum movie released, direcred by Rohan Sippy. This film addresses the subject of drug smuggling in Goa. A corrupt officer Kamath (Abhishek Bachchan) is given the task of flushing out all the drug smugglers in the state. Kamath along with Joki Fernandes (Rana Daggubati) sets out to find mysterious drug dealer Michael Barbosa.

Directors like Anurag Kashyap developed innovative and revolutionary methods to portray drugs and alcohol in his movies. He used different kinds of lighting, cinematography and youth culture to portray alcohol and substances like heroin marijuana and cocaine etc. Anurag along with these techniques also used song for portrayal of drugs and alcohol. He mostly used dark night club culture for portrayal of drugs and alcohol. He also used loud music and made realistic and stylish movies that created an energetic feeling in the heart of audience. It depicted real drug culture. Anurag Kashyap used strong lighting, loud songs and special types of cinematography to portray effectively drugs and alcohol in his movies. These techniques were purely western. He received help from the western filmmakers like Danny Boyal to portray drugs and alcohol. Interestingly, Danny has been very successful in portrayal of drugs and other substance abuse in the British society by his much-acclaimed Film 'Trainspotting'. An attempt has been made in this paper to seek solution to the issue objectification of alcohol and substance usage portrayal in Indian Cinema.

RESEARCH QUESTIONS

1. What are the influences of drugs and alcoholic culture shown by the Indian Cinema?
2. What is affecting what? Have the films prompted the youth in indulging in substance abuse or have the changing pattern and increasing in substance use forced the film industry to portray drug and alcohol as an integral part of society?
3. Will the government ban on smoking and drinking scene in movie have a positive impact on the youth?
4. Is the statutory warning shown during smoking scene having any effect on the youth?

REVIEW OF THE LITERATURE

A wide range of related literature was studied analyzed and interpreted. Keeping in mind the broad objectives of the research paper, following on some of elaborating enunciated in the following paragraph in the form of literature review.

1. A research on *"Tobacco and alcohol in films and on television"* was conducted by Ailsa Lyons, University of Nottingham for degree of doctor of philosophy. Ailsa investigated occurrence of tobacco and alcohol in films popular in U.K. and prime time television broadcast. She observed the portrayal of alcohol and tobacco in movies successful on box office of U.K. from 1989 to 2008. She coded films and episodes positive or negative for each five minutes. The codes were then analysed using excel sheet. Research has proved that tobacco and alcohol are commonly shown on television as well as in films.

2. A research on *"Film and Television: viewing patterns and influence on behaviors of college student"* was undertaken as a part of health and population innovation fellowship awarded to Akila Wasan in 2005. Program administered by population council of India. Research draws upon a study of youth in Kanakapura town in south Karnataka that included both quantitative and qualitative components. Mix method of data gathering was used. First film clip shown to a group of people then filed research questionnaire included involvement of students in class related activities, engage in teasing, violence, love, sexual activities, smoked and consuming alcohol. Findings suggested that men are more likely to engage in behaviors attraction towards opposite sex, smoking and drinking.

3. Media violence and its impact on youth (A study by Dr. Shailendra Kumar From Lucknow University 2009) draws upon how the violence potrayed in Bollywood movies like Vaastav has impacted how frequently youths engage in acts of violence and unlawful activities.

HYPOTHESIS

Standing in accordance with cultivation theory, the excessive portrayal of alcohol and substance use in Indian Hindi cinema is having a negative impact on the youth of India.

RESEARCH DESIGN AND METHODOLOGY

To find out a solution of the given research problem, descriptive research design was selected because this provides researchers a vast amount of information about the various aspects and varied dimension of the research problem. Along with the descriptive research design, the survey design was also adopted for getting more information and answers to the aforementioned research question. Survey research method is used to conduct the empirical research.

In this study, Probability sampling method has been used. To collect the research data, the researcher used snow boll sampling technique because alcohol takers hails from the youth were the sample frame of this study. Scheduled questionnaire was used to collect the research data.

SAMPLE SIZE

50 respondents were quizzed through scheduled questionnaire by applying snow boll sampling technique in Lucknow. For content analysis, four movies of Hindi language based were selected to focus on the alcohol and substances uses portrayal. These movies are Udata Punjab (2016), Raman Raghav 2.0 (2016), Shaitan (2011) Go Goa Gone(2013) and Dum Maro Dum (2011). MS Excel has been used to analyze research data.

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DISCUSSION

The analytical framework based on systematic approach, two types of variables were considered namely independent variable, i.e., alcohol and substance uses portrayal in hindi cinema and dependant variable, i.e., impact on youth or behavioral changes in youth. An attempt has been made in this chapter to synthesize and meaningfully analyze the major findings to look into the process of interaction of these variables. Researcher collected the required data by applying qualitative as well as quantitative research design.

Table - 1: Response of respondents on selected movies

Perception	Udta Punjab %	Raman Raghav %	Go Goa Gone %	Shaitan %	Dum Maro Dum %
Cool and Trendy, Stylish	65	60	70	60	69
Compelled to Smoke	63	58	62	59	58
Affects Society	76	58	60	60	58
Should be given 'A' certificate	55	53	50	50	50
Substances should be ban	58	50	50	53	52

FINDINGS OF THE STUDY

The findings of the study suggested that Udata Punjab (2016) is one of the most popular movies among youth. 64 percent respondents believed that he/she compelled to smoke or drink after watching the movie which portrays the hero smoking or drinking. The study explored that smoking and drinking make them more cool, trendy and stylish. 76 percent respondents believed excessive portrayal of drugs and alcohol increase the drugs culture in society. The findings suggested that drinking and smoking depicted in a creative, beautiful and stylish manner in Udata Punjab. The findings suggested that youth favoured portrayal of substances and alcohol in Hindi cinema as they seems realistic, When researcher asked regarding to censor board certificate of films. The study showed that 60 percent youth said portrayal of substances and alcohol shows in the movie should be given "A" adult certificate. The findings of the study proposed that portrayal of drugs and alcohol makes movie more realistic. 60 percent respondents believed that.

CONCLUDING REMARKS

This study examined the alcohol and substance use portrayals in hindi movies from 2010 to 2018. The study also investigated impact of drugs and alcohol on youth portrayed in Indian cinema. On the basis of collected information the excessive and extensive portrayal of substances and alcohol encourages youth to drink and smoke (Pechmann, 2010). It fuels to create favorable environment for consumption of drugs and alcohol. The study was a survey at one period of time so it has the limitations of a cross-sectional study. However, the findings of the study are very relevant to young people in metropolitan cities. The study revealed that drugs and alcohol makes youth cool, trendy and stylish.

Does the portrayal of drugs / alcohol make the movies more realistic? The answer to this question is a clear "Yes". The study has documented that Anurag Kashyap used innovative and revolutionary methods to portray drugs and alcohol in his movies such as lighting, cinematography, locations and songs. Especially lighting and cinematography used and colorful lighting, shade to portray character. Alcohol bottles and glasses were shown in the songs, parties or background during a conversation. Also, consequences of alcohol consumption may play a role in the dramatic development of a story, such as an unplanned wedding after a night of drinking. These types of portrayals may not be intended to promote or reduce alcohol use, but rather to keep viewers interested in the story and contribute to viewer ratings. Nonetheless, such on persuasively intended portrayals can also influence viewers' alcohol consumption (Graff, 2012).

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CONCEPTUAL FOUNDATIONS OF THE INNOVATIVE MARKETING STRATEGY OF THE AUTOMOTIVE INDUSTRY OF UZBEKISTAN

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ABSTRACT
In the article the author proves the importance of using innovative marketing technologies to increase industrial potential and exchange in the world market and achieve sustainable economic growth. According to the author, one of the urgent problems in Uzbekistan is the identification of scientific solutions to the problems of increasing the efficiency of industrial enterprises due to their widespread introduction of marketing innovations. The article examines the conceptual foundations for the formation of innovative marketing strategies for industrial enterprises, identifies the factors that form the formation of innovative marketing strategies, identifies the problems of effective marketing innovations in the industry of Uzbekistan and is based on recommendations for their solution.

Keywords: marketing innovations, innovations in industry, marketing strategies, marketing technologies.

INTRODUCTION
The growing competitive environment at the modern stage of integration processes in the international and national economy complicates the businesses' business activity. Therefore, effective use of innovation achievements in marketing activity remains one of the most important directions of increasing the competitiveness of enterprises at the stage of development of market relations. It has been demonstrated that using innovative innovative marketing capabilities, which is a powerful tool for improving the market competitiveness of the enterprise and developing new management methods, is an effective tool. Typically, innovative development mechanisms are used to transition from the technological development resource and investment to an innovation-based level. Therefore, it is important to develop scientifically-based methodological guidelines that help shape the innovative marketing strategy as a tool for further market development.

LITERATURE REVIEW
Theoretical bases of innovative marketing and market-oriented marketing strategy Schumpeter J.[6], Katkalo V.S.[7], Porter M.[8], J. Larshe, Hamel G.[9], Prahalad K.K. [10], I.Ansoff [11], Postaluk M.P. [12], A.A. Thompson [13], Meskon M. [14], Mintsberg G. [15] and others.

A number of local scientists, such as those engaged in M.S. Kasymova [16], Kim O.K. [17], Nasritdinova M.A. [18] were studying problems in the marketing of services and consumer goods.

The issues of forming a marketing strategy in the industrial enterprises of the republic in the context of modernization of the economy were founded by local scientists. It should be noted that the scientists of the republic have not studied the theoretical and methodological foundations of innovation marketing strategy at industrial enterprises in the conditions of international competition and modernization of national production, as a separate research object. In particular, the use of innovative marketing strategies in industrial enterprises in Uzbekistan has not been studied. This was the basis for the selection of the topic of dissertation and the scope of the research task.

METHODOLOGY
In today's global economy, the key factor of national and international competitiveness in the industry is the level of innovation.

Based on the basic principles of increasing the competitiveness based on innovative development of the industry, three main elements can be observed: transfer, cluster, infrastructure.

The scientific literature defines the efficiency of their innovative activity as an essential element of the competitiveness of enterprises.

Innovative activity of many enterprises focuses on the organization of their production processes, and its mission is to reduce the costs of the enterprise through innovation innovation. In general, innovations in the production of the enterprises provide synergy effect. [1]

Innovations are primarily related to the production process and are subsequently focused on the innuendo products. In many studies, both innovations and organizational and management innovation are highlighted.

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Innovations in organizational and process processes are often not regarded as important research and their impact on enterprise efficiency is insufficient.

The first scientific innovation innovation was introduced by Theodore Levitt in 1960, and its impact on the efficiency of its operation. Regardless of marketing innovation, many businesses now focus on innovations in products and processes. Livvet argues that "it is incredibly active in creating and maintaining the efficiency that it sees in managing enterprise management through the introduction of innovations in the production process, as well as the introduction of new marketing systems, even if they are aware of the production of new and new products." [2] According to Livwith, marketing innovations are viewed as a process that is neglected by businesses and comes about by itself or by some coincidence.

Many studies have pointed out that it is unlikely that economic productivity will be achieved by going beyond the product innovation, i.e. by simply linking it with it [3].

Generally, marketing innovations require a multitude of systematic approaches that need to be explored widely. These conceptual approaches can be seen as a major challenge in promoting innovative marketing and learning it as a special marketing aspect. It is crucial to learn marketing innovations by:

- What marketing innovations are and how they are transformed during the lifetime of the industry;
- How it affects marketing innovations to increase the company's competitiveness and market leadership.
- What synergistic effect will be the outcome of the introduction of marketing innovations.

When installing the above, you should specify:

- Introducing the current definition of marketing innovation;
- Solving the problem of dynamics of development of marketing innovations;
- Determine the relative relative frequency of marketing innovations;
- Identifying innovations in product or manufacturing processes with marketing innovations and changing their interconnected development frequencies;

The next process will explore the impact of marketing innovations on enterprise development and evaluate innovation product innovation on marketing innovations. Innovation-oriented products require introduction of marketing innovations, as old ways to market new products do not sufficiently yield. The use of old marketing methods in market access with new products does not allow for a sufficient level of sales of new goods.

The use of marketing innovations creates opportunities for added value, reduction of costs and increasing the cost of consuming new products and services. [4]

Generally speaking, marketing innovations are often considered as part of business processes, organizing marketing activities, communicating, creating value, and managing customer relationships. Marketing innovations and their results can be summarized in the following table.

Innovative marketing examples. [5]

Marketing Activity	**Marketing Innovation Examples**
Creating Value - Marketing research - Product - Post-purchase warranties, service, etc. - Pricing (strategies, discounts, allowances, payment periods, credit terms)	- New research methods and tools (virtual reality test marketing, new quantitative models for assessing customer future worth, database marketing, data mining, on-line marketing research); - Mail order, customized products - Post-purchase activities of 24/7 multi-lingual hotlines, help lines - Alternative pricing (Priceline.com), product bundles/pricing
Communicating Value - Advertising - Promotion Personal selling - Public relations	- New direct mail approaches of personalized catalogs; videos and CDs with free trials; - Infomercials - “Advertising” in films and video games

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Delivering Value	- New direct mail approaches of personalized catalogs; videos and CDs with free trials; - Infomercials - "Advertising" in films and video games
Delivering Value	- Multi-pump gas stations; Self service gas stations; - Factory Outlets; Warehouse clubs, Hypermarkets; Strip Malls; Chain Stores - Vending machines; Kiosk marketing - Home Shopping Networks
Managing Customer Relationships	- Loyalty programs - Rewards programs

In summarizing the definition of marketing innovations, it should be noted that marketing innovations should be defined as creating value for clients, communicating, delivering ideas for relationships and making them available.

Thus, innovative marketing activities of the enterprise are the process of creating and implementing new ideas related to branding, communication, consumer value, market management.

The dynamics of marketing innovations apply. This dynamics is three-stage (fluid, transitional, and specific) at these stages of innovation in the production process, on radical and contradictory states (Figure 1).

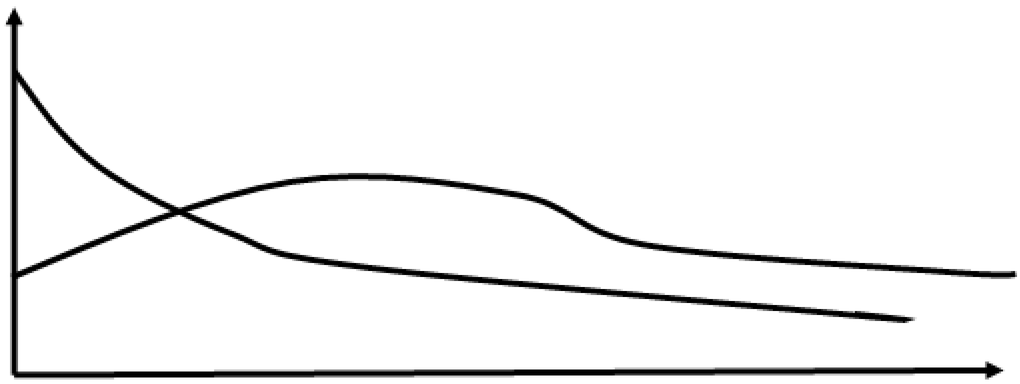

Fig. – 1: Innovation activity in the economy. [6]

According to the picture, innovation in the economy is primarily dominated by brand innovation. But at the next stages of innovation development, there is a rapid growth in marketing innovation, either of economic development or marketing innovation. in most cases, businesses are focused primarily on product innovation, and less attention to marketing innovation. However, the intensification of competition in the marketplace will further increase marketing innovation and make enterprises more productive.

ANALYSIS AND RESULTS

Strategic strategies for industrial innovation in Uzbekistan require significant changes in market entities and their adaptation to market requirements. Innovations, which are an important factor in increasing the competitiveness of the economy, are considered as a priority.

In the years of independence in the country the necessary infrastructure has been created in the field of science and technology development, the formation of certain intellectual and technological potential. However, insufficient use of available capacity and capacities for the development and implementation of innovative ideas and technologies has led to the existence of a number of problems that hinder the effective implementation of reforms and accelerated innovation development in the country and the need to identify targeted strategies for their effective solution, in particular:

- Identify trends and trends in science and innovation in industry;

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- organization of fundamental and applied research, effective integration of science, education and production;
- Introduction of high-tech production in industrial enterprises, introduction of effective mechanisms of know-how and modernization;
- further strengthening of cooperation with foreign (international) organizations with high expertise and potential in the production and implementation of innovative products;
- Effective use of innovations in addressing topical issues of industry development;

The Strategy for the five main priorities of the Republic of Uzbekistan for 2017-2021 sets out specific targets for radical improvement of the well-being of the population and improvement of living standards, comprehensive and dynamic development of society and state, modernization of the country and liberalization of all spheres of life. Also, our main task is to transform Uzbekistan into a stable market economy with a high share of innovation and intellectual contribution to production, competitive industry in the modern and global market, and rapidly developing country with a favorable investment and business environment.

In view of the above, the Decree of the President of the Republic of Uzbekistan dated November 29, 2017, №PF-5264 "On the Establishment of the Ministry of Innovative Development of the Republic of Uzbekistan" was adopted. According to this Decree, an effective system of state support for innovation in Uzbekistan and stimulation of the effective implementation of innovative ideas, developments and technologies in public administration, economy priorities and social sphere have been created.

Introduce innovations to their initial assessment should be justified. Creating methodological basis for such an assessment first of all affect the total innovation process and ultimately, the effectiveness of this or that innovation a set of determinants must be identified.

The development of Uzbekistan's economy is seen as a key aspect of innovation, and over the last 10 years, the focus is on technological innovation in the industry.

In the country for 2008-2016 there are 4762 innovations in the industry, 4620 of which are technological innovations. Over the analyzed years, 81 new marketing innovations have been implemented in the industry, with 61 innovation innovations.

Table -1: The number of technological, marketing and organizational innovations in the Uzbekistan`s industry

Years	**Industrial output, UZS bn**	**Total innovations**	**Technological innovations, total**	**Marketing innovations, total**	**Organizational innovations, total**
	MIC	JI	TI	MI	TAI
2008 y.	23848	243	243	0	0
2009 y.	28387,3	231	226	0	5
2010 y.	38119	248	243	0	5
2011 y.	47587,1	307	300	1	6
2012 y.	57552,5	288	264	10	14
2013 y.	70634,8	693	665	19	9
2014 y.	84011,6	882	837	35	10
2015 y.	97598,2	889	866	16	7
2016 y.	111869,4	982	976	1	5
Total	559608	4763	4620	81	61

Source: Data from the Statistics Committee of the Republic of Uzbekistan.

The interconnected development of innovations in relation to the production of industrial products is the following function:

$$MIC = 107{,}9 * TI - 911{,}05 * MI + 3159{,}8 * TAI - 6480{,}3 \qquad (3.1)$$

R^2=0,98; F_{fish}= 84,4; p=0,0004

As regards the results of the regression analysis, it is clear that the growth of industrial output in Uzbekistan is largely dependent on technological and organizational innovation, and the realization of marketing innovations has a negative impact on it. In particular, innovation in one industry-based technology allows to increase the

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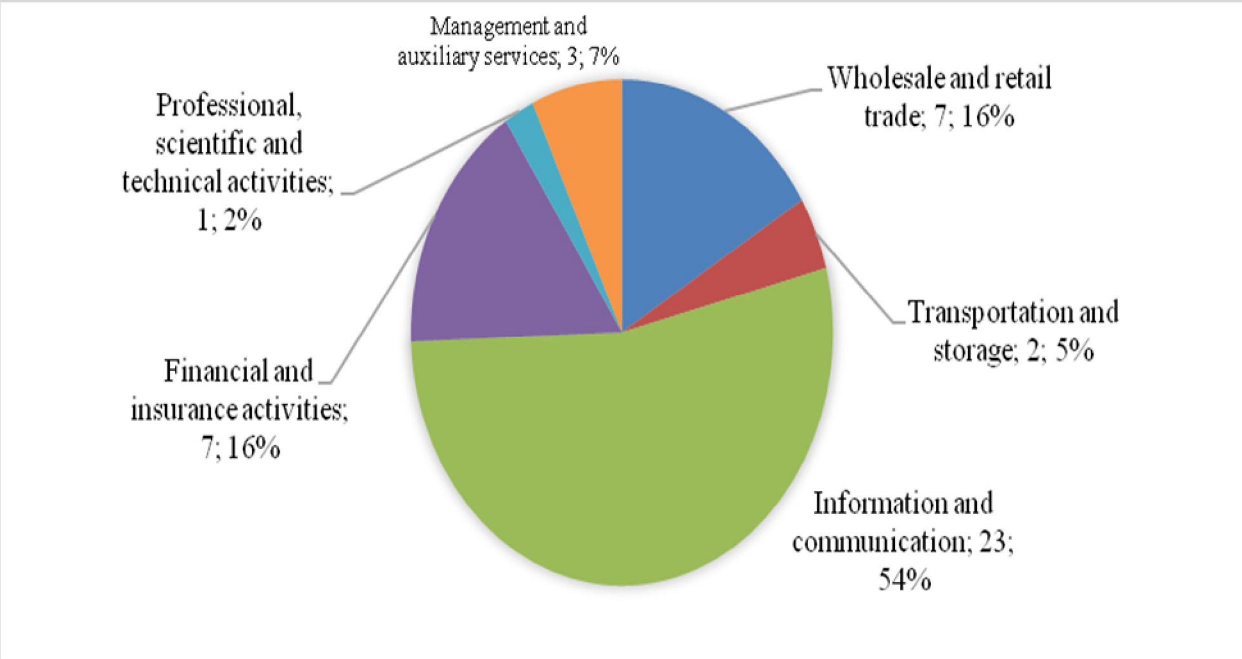
volume of production by 107.9 units (billion soums) and organizational innovations - 3159.8 billion soums. However, marketing innovations have led to a decline in product output to 911.05 Conditional units.

A number of other aspects of marketing innovation are related to product manufacturing. The inevitable dependence of marketing innovations on product development is explained by the fact that these innovations are aimed primarily at increasing the production volume of the enterprise, not directly dependent on the volume of production.

However, from the analysts' findings, in almost every 2016, industrial enterprises did not have any marketing innovations. When analyzing marketing innovation in the sectoral sector, the share of communications and information services is high.



Source: Data from the Statistics Committee of the Republic of Uzbekistan.
Fig. – 2: Marketing innovations in the sector in 2016

In 2016, 43 marketing innovations have been implemented across the country, with major innovations being 23 (54%) in the field of information and communication, 2 in transport and storage (5%); 7 (16%) wholesale and retail trade; 7 (16%) marketing innovations were implemented in financial services.

Innovative marketing activities of the company have been thoroughly analyzed in the preceding chapters in the formulation of a new idea of creating a brand new product, building up a new brand, and increasing its value in the market.

While adhering to the dynamics of marketing innovation, it has been recognized that it contradicts product and organizational innovation. At the next stages of innovative development of enterprises, the rapid growth of economic development or marketing innovation in marketing innovations was based on theories.

In most cases, businesses focus on product innovation and pay close attention to marketing innovation. However, the results of intensifying competition in the market will increase marketing innovation and encourage enterprises to make these innovations.

In the light of the above, it can be determined by analyzing the correlation of the growth of innovative products, works and services produced in the industrial sector of Uzbekistan by technological, marketing and organizational innovation. Given the adverse impact of marketing innovation on the production of industrial products, marketing innovations develop further after the development of technological and institutional innovations.

In the industrial sector of the Republic of Uzbekistan, the tendency of innovation works and growth of services has been maintained. The use of marketing innovations in the industry has been in effect since 2009, and institutional innovations have been spent by enterprises since 2010. This suggests that marketing innovations have been shaped in the post-technological or post-innovative years (Table-2).

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Table – 2: Innovative work in the industrial sector of Turkey, the cost of services and innovation costs

Years	Volume of innovation products, works, services, mln.UZS	Technological innovation costs, UZS mln	Marketing Innovation Costs, mln UZS	Costs for organizational innovation, mln UZS
	INN	TI	MI	TAS
2008 y.	1164868,2	297757,6	0,0	0,0
2009 y.	1648601,0	275850,1	463,8	0,0
2010 y.	1762157,7	241915,7	21,7	136,5
2011 y.	1193220,7	185370,9	335,7	3076,8
2012 y.	3533801,4	271396,5	255,9	2752,0
2013 y.	3900658,5	3119985,5	3531,3	2506,0
2014 y.	6118385,8	3254354,9	3671,9	2191,4
2015 y.	5384817,4	6831107,8	7794,8	10526,2
2016 y.	6715334,7	13476844,7	15253,9	17975,6

Source: Data from the Statistics Committee of the Republic of Uzbekistan.

Studying the dynamics of innovation will serve as a basis for targeted decision-making on marketing innovation.

We know that the law of dynamics in marketing innovations is valid. It is possible to divide this dynamic into a three-stage system, ie the period of transition, transitions, and special periods. Innovations at these stages are based on the production process, radical and contradictory, ie the vibration of innovations varies in different ways. According to the data of the table, expenses for marketing innovations in 2009 decreased from 463.8 million soums to 21.7 soums in 2010, and in 2011 - by 335.7 million soums. Marketing innovations, which reflect the dynamics of the post-2012 period, from the final stage of implementation of the anti-crisis program in our country, increased the cost of marketing innovations in high-profile. This situation clearly demonstrates the level of dynamics. Also, innovation costs can not fully support the growth of sales of innovative products this year, and its return will be seen later in the year.

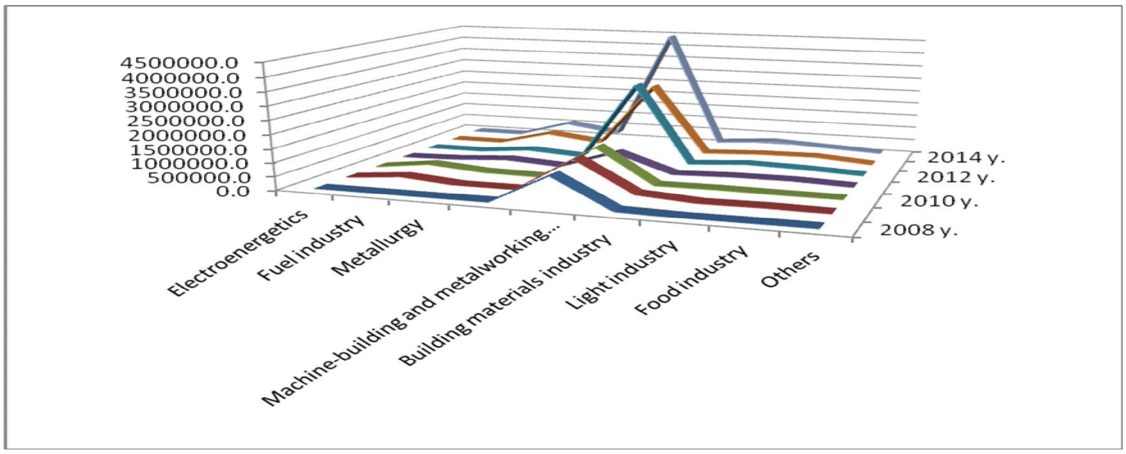
To further clarify this analysis, it is necessary to study the dependence of industry-created innovations on costs. Accordingly, we create a linear equation for the effects of industry innovations on the impact of marketing innovations.

The results of the regression analysis have enabled the following functionality:

$$INN = -1{,}55 * TI + 2031{,}62 * MI - 281{,}9 * TAS + 2479670{,}8$$

R^2=0,71; F_{fish}= 0,715; p=0,007

It is known from this function that marketing innovations are inextricably linked with technological and organizational innovation, and its formation has been driven primarily by increasing technological and organizational innovation.



Source: Data from the Statistics Committee of the Republic of Uzbekistan.
Fig. – 3: Dynamics of innovative products, works and services produced in the industrial sectors of Uzbekistan.

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At the same time, the unified cost of marketing innovations was determined by the probability of 71% increase of innovative goods and services by 2061.6 mln. This, in turn, highlights the necessity of establishing the necessary infrastructure for the industrial enterprises to address the most complex issues in the process of establishing the innovation system and implementing perspective strategies, and introducing innovations in industrial enterprises.

The share of machine-building and metal-working industry in innovations in the Republic of Uzbekistan has been maintaining leadership over the years.

The share of finished goods with high added value in the machine-building and metal-working industry is rising.

The machine-building and metal processing industries accounted for 93.4% of the innovations in the national industry in 2008, down from 72.7% in 2014. However, in the analyzed years, the share of machine building in innovative products, jobs and services is high (Table-3).

Table -3: The share of sectors of innovative products, works, services in the industrial sectors of Uzbekistan

Rates	**2008 y.**	**2009 y.**	**2010 y.**	**2011 y.**	**2012 y.**	**2013 y.**	**2014 y.**
Total industry	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Electroenergetics	0,0	0,0	0,0	0,2	0,0	0,0	0,0
Fuel industry	0,1	10,5	13,5	4,3	0,0	0,0	0,1
Metallurgy	0,0	0,2	4,2	14,4	5,0	12,6	9,5
Chemical and petrochemical industry(except chemical and pharmaceutical industry)	1,0	0,5	2,8	3,5	1,3	6,3	4,7
Machine-building and metalworking (without the medical engineering industry)	93,4	76,8	73,9	59,7	84,7	68,3	72,7
Building materials industry	3,6	9,2	1,8	2,3	0,9	2,2	2,8
Light industry	0,1	0,6	2,4	7,1	4,7	4,5	5,2
Food industry	1,0	2,0	1,0	7,5	3,1	5,1	3,4
Others	0,8	0,3	0,3	1,0	0,3	0,9	1,7

Source: Data from the Statistics Committee of the Republic of Uzbekistan.

The above analyzes show that the Uzbek industry is not paying much attention to the introduction of marketing innovations. Compared to industries, the share of the machine-building industry in marketing innovations is high.

CONCLUSION

It is important to use different methods and models in the process of developing and implementing an innovative development strategy. Analysis of the basic models of strategic planning and other methodological approaches will allow the methodological improvement of the process of formation and implementation of an innovative strategy of the enterprise.

The process of forming and implementing an innovative strategy for the enterprise involves the development of a long-term innovation activity and the most effective ways to implement them. However, it should be borne in mind that the innovative activity of the enterprise forms the various directions of the strategic choice of the enterprise. Therefore, a systematic approach to formulating and implementing an innovative strategy is essential. This, in turn, provides the opportunity to interact and co-ordinate the activities of all departments of the enterprise. A number of targeted materials are being implemented in the country aimed at innovative development of automobile industry. In this regard, the Resolution of the President of the Republic of Uzbekistan № PP-3028 "On measures to accelerate the development and management of automobile industry in 2017-2021" as of June 1, 2017, has been defined as the most important tasks:

- Ensuring increase in the output of competitive automobiles in foreign and domestic markets through the implementation of investment projects aimed at the acquisition of new modern types and brands of products with attraction of foreign investors;
- further diversification of external markets and exporting products, strengthening the role and position in foreign markets;

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- reducing the share of imports and reducing the cost of production through the intensification of inter-sectoral collaboration links to mastering the production of basic raw materials and materials required for the deepening of localization of production of components and joints;
- to ensure sustainable development of the sector in the conditions of tight competition environment in foreign markets and liberalization of the monetary policy, increase profitability of the enterprises of Uzavtosanoat JSC and their financial support;
- improvement of corporate governance of "Uzavtosanoat" JSC by introduction of modern international standards;
- strengthening the personnel potential of the sector, strengthening the cooperation between the production organizations of JSC "Uzavtosanoat" and higher and secondary special, professional education and research institutions, involving young and talented specialists in the field;
- to radically improve the retail sales of automobiles manufactured in our country and to improve the public service delivery system, to increase the transparency and effectiveness of the "Uzavtosanoat" JSC in accordance with modern requirements;
- development of scientific and applied research and innovation development, introduction of processes of modernization, technical and technological modernization of production, further strengthening of science and production.

The main direction of effective implementation of these tasks and further improvement of the corporate management system of the automotive industry, the sustainable development of foreign markets and the liberalization of the monetary policy, the main direction of increasing the production of competitive products and increasing the productivity of the organizations is to develop effective marketing strategies introduction.

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THE EASTERN AFRICAN POWER POOL: WHAT ROLES WATER PLAYS TO INTEGRATION?

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ABSTRACT

The Eastern Africa region is endowed with immense hydropower potential that can light the whole African and other continents but untapped. The unevenness and erratic nature of the falling water in time and space increase when countries are distant from the equator. Electrification is basics of development in its all forms and water is the most available and the cheapest hydropower resource in the region. The people of the region predominantly depend on traditional energy sources that are unhealthy and environmentally unfriendly. Due to lack of reliable power supply different economic sectors in the region perform poorly and investment is feeble. Thus, to avert the situation seven utility ministers of the regions assembled in Addis Ababa in 2005 and established the Eastern Africa Power Pool (EAPP).

In 2006 the Heads of States and Governments of COMESA approved the establishing documents and adopted the EAPP as its special hydropower development catering institution. The mission of the EAPP, thus, is to facilitate power resources development in economically and environmentally sustainable manner, ensure the supply of adequate and secure power with least cost to the citizens of the region through fully integrated and interconnected power transmission grids. The eastern African waters play a politically integrating role besides supplying virtual hydro light to the region to satisfy the domestic need as well as export. Therefore, power pooling through regional electric market integration system enhances supply reliability, political security and would serve as engine of development to fight backwardness and poverty in the era of increasingly integrating and globalizing world.

Key words: electrification, environmentally unfriendly, traditional, Eastern African Power Pool, COMESA, affordable, propeller of development, integration system, backwardness, virtual water, and poverty.

1. INTRODUCTION

1.1. Background

Africa is underscored as "Water Tower" continent. A continent with abundant water resource has equally ample prospects to develop because water is the major ingredient without which human beings can do nothing. Water and its water power energize every sphere of societal life in general and without them no African country can attain socio-economic transformation to citizens. Africa's hydropower potential is estimated 4,000, 000 GWh per annum. Of the existing potential 21, 000 MW that is a fraction of the available potential is harnessed (King, 1953). The hydropower cost of production in Africa is the least minimum in the world (McClain, 2013).

Being the possessor of the giant rivers of the world that debouch into the world's oceans and seas; 95 percent Africans still use dung, other combustible sources for energies that adversely contribute to desertification, environmental degradation as well as health hazards that are the major worries of our time. Africa's power poverty gained attention of national governments and continental inter-governmental organisation: the AU. Thence, in 2005 seven eastern Africa countries assembled in Addis Ababa and established the Eastern African Power Pool (EAAP) as an institution of hydro-diplomacy to integrate the members through virtual water trading by developing integrated grid system.

1.2. Objective of the study

Africa in general and the eastern African region in particular have immense and untapped potential for the development of renewable energy that can't only recuperate the continent from power poverty but enable them export excess power to the different continents. It is time recent when many African governments are awoken from long asleep and now busy to harness their waters as well as getting organized in regional power pools. Therefore, the overall objective of this succinct study is to assess the Pan-African role water plays in integrating the eastern African region, the challenges and opportunities awaiting the EAPP as institution of hydro-diplomacy to foster hydropower development and trade of virtual water through integrated transmission system.

1.3. Methodology

This study methodologically anchored on qualitative approach. The qualitative data needed for the study were primarily gathered from secondary sources. Books and professional journals related to the study and available in the libraries of academic institutions in Addis Ababa as well in the hands of the author are gathered and reviewed. Besides, earlier similar works published in APSA Africa Workshops-Alumni e-Newsletters and

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research paper presented at CODESRIA 14th General Assembly held from 8-12 June 2015 in Dakar-Senegal are also used as additional useful sources of data to raise the quality of the study. Last but not least, the website of the EAPP was browsed; useful data were downloaded and reviewed as pretty good source of information. All qualitative data gathered from various secondary sources were corroborated together and critically grinded by the mill of analysis and this final output is obtained.

1.4. Scope

There are several regional power pools established in Africa for promotion of regional integration and trading of excess power generated from sources such as water, wind, geothermal, solar, natural gas and oil. This study is limited to the eastern African region and its establishment EAPP. The EAPP is selected to the scope its Head Quarter is located in Addis Ababa to access with convenience if critically important data are required for the study. Hydropower source is selected into the scope because of its renewability, availability, low cost of production and low selling price, environmental friendliness and sensitivity since the major river basins of the region that could be harnessed for the generation of hydroelectricity are shared between two or mo re riparians and susceptible to hydropolitical issues of conflict and cooperation. The DRC and Ethiopia are also chosen purposively because of their immense hydropower potential among the other members of the Pool. Even if selected their potential is not exhaustively studied in detail.

1.5. Significance

Harnessing shared waters for hydropower generation and exporting virtual hydroelectricity through interconnected grids in bilateral or multilateral arrangements is hydropolitical that denotes a complex arena of environmental, economic, political and security interdependencies between the pool members. Therefore, addressing such contemporary and dynamic arrangement of hydro-diplomatic cooperation in the region is of multidimensional significance. The study above all is of specific significance to the EAPP and other regional power pools, the continental organization (AU), regional research institution such as CODESRIA, OSSERIA, individual researchers, students of conflict and cooperation, students of hydropolitics and the large academic exchange fora.

2. INTEGRATION THEORY

The planet we are living is politically divided into several national sovereignties and regions with different political orientations and economic systems. It is parcellized into 200 nation states. Though politically divided it is hydro-politically sewed. Jagerskog and Zeiotun(2009:4) wrote that “Nearly half of the global available surface water is found in 263 international river basins, and groundwater resources, which account for more than one hundred times the amount of surface water, cross under at least 273 international borders”. Postel (1992) accounts that “Africa alone contains 57 rivers and lake basins shared by at least two nations”.

Therefore, water has integrated the whole globe with inalienable bond. Hence, any destructive water development intervention in any portion of the globe has a sounding impact not only between or among the immediate riparians but the globe at large in interconnection.

The concept of integration is as old as nation states but it got more prominence after WWII. Mitrany (2014:11) in furthering the above argument said that “intergovernmental cooperation is by no means a recent phenomenon”. He specifically highlighted that “its intellectual origins goes back to the Kantian idea of European integration or Winston Churchill’s view of United States of Europe” (Mitrany, 2014:11).

African notion of integration was conceived in Diaspora under popular coinage: Pan-Africanism. Pan - Africanism has laid basis for the development of integrative ideology of continental unity, anti-colonial struggles and developmental framework for the then newly emerging independent African states. Its objective was to struggle for social justice, political equality, freedom from oppression, and exploitation. Five consecutive Pan-African conferences were held abroad of all the last fifth was the historic one in which the leadership was passed from the hands of African Diasporas to African Pan-Africanists who brought the ideology to home: Africa.

However, in home the movement was cracked into three ideological groups: Casablanca, Monrovia and Brazzaville. Negotiating the warring groups to bring to establish an integrated continental institution was tiresome assignment but attained through diplomatic greasing of the founding fathers of the first Pan-African institution. Thus, in 1963 the then independent states of African Heads of States and Governments assembled in Addis Ababa and signed the first Pan-African Charter that had established the Organization of African Unity (OAU). With this “the dream of Pan-Africanism is destined to come true” (Azikiwe, 1965: 152). The OAU as the first continental institution has paved the way for the establishment of different integrative regional economic blocks under stiffly tensioned Cold War international relations.

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The OAU served the continent under harsh international and continental situations and finished its historic mission with the establishment of the African Union (AU) in 2001 in Addis Ababa. The creation of a United States of Africa (USA) was a long dated motto of the Pan-Africanists. After 39 years of traversing since the birth of the ideology of a united Africa, however, it became reality testifying that once idea came into birth it hibernates but never dies. One of the major objectives of the AU as stipulated in Article 3(c) of its Constitutive Act is to "Accelerate the political and socio-economic integration of the continent" (Emphasis added). The formation of the AU is "the first step towards promoting continental unity" (UNECA, 2010). The AU came up with 16 areas of integration projects of which establishment of different regional power pools, promotion of water harnessing projects and development of interconnected transmission grids are the hydro-diplomatic strategies of employing water Pan-Africanism as an instrument of regional integration amongst others.

Though several regional integration institutions proliferated the continental politics; the level of integration and the tangible results obtained by the people are minimal. The reasons for feeble integration are many that include external and internal reasons. The external environments of the cold war as well as the post-cold war period of globalization were harsh towards Africa. The introduction of SAP and harsh conditionalties of the post-cold war period added up with deeply entrenched corruption, undemocratic governance, wars, intra and inter-ethnic conflicts have adversely impacted the integration process in Africa. The UNECA (2010) underlines that "it is political will and commitment that determine whether regional integration is embarked upon with serious intent and whether it succeeds or fails". Mistry (2000) on his part contends that Africa's commitment to integration appears to have been visceral rather than rational, more rhetorical than real.

3. WATER RESOURCE POTENTIAL OF THE EASTERN AFRICAN REGION

East Africa has huge rivers highly known for their hydropower generation potentials that are untouched. Hydropower is the most preferred source for electrification in Africa because of its multidimensional advantages; above all its renewability and low cost of production for poor rural and urban populace to avail with minimum price. Most of East African Rivers fall from high to low elevation that sometimes does not even need building of massive dams to create large artificial manmade lakes that is expensive.

The Democratic Republic of Congo (DRC), as a member of the EAPP alone, has 51 river basins and this makes the country prominent in the region and third in the world next to China and Russia. Of all the river basins of the country the Congo River is the biggest in water volume and power generation capacity. Its basin area is 4,014,500km^2 and discharges in the ranges of 21,000m^3/second to 75,000m^3/second (Pourtier, 2014:1). It is the deepest river (220 meters) and the 9th longest (4,700 km) in the world, second in water volume to Amazon River and empties into the Atlantic Ocean; that is estimated 50,000m^3 per second. The river has many rapids and falls very closely to its mouth and this gives it a unique feature. These features create a positive environment to produce energy without diversion through dam construction and this can enable the country to produce power with minimal estimated cost of US$ 0.03 per kilowatt per hour. The hydropower potential of the Congo River is 13 percent of the entire potential of Africa and if fully developed could provide enough beyond the eastern African region.

Despite the abundant endowment, only one in ten Congolese have access to electricity (Pourtier, 2014:1). Thus, the DRC government has dedicated itself to raise power supply to address the ever increasing demand through building of cascades of dams. Currently there are about 40 hydropower plants over the Congo River alone of which cascades of dams over the Inga Falls in the southwest of the capital are the major ones. Inga Fall alone has vast untapped hydropower potential of more than 45,000 MW. Inga I and II with 14 turbines were completed and commissioned in 1972 and 1982 with capacities to produce 351 MW and 1,424 MW respectively (Dams, 2006:3).

Inga III Dam's construction is scheduled for 2016. Inga IV (Grand Inga) Dam is the fourth cascade and is the biggest of all and has 52 turbines with the capacity to produce 39,500 MW. This is a third of the total electricity currently produced in Africa. The project requires the construction of a new transmission line to integrate EAPP members. The Grand Inga project is believed by donors and proponents of dam industries as the "magic bullet to electrify the entire African continent and export energy as far as southern Europe and Middle East (Congo, 2014). Ethiopia is second to DRC in hydropower potential in the eastern Africa region. The country annually gets about 123bcm runoff that when cluster create 11 major river basins of which the Abbay River Basin with 52.62bcm water volume stands first(Yacob, 20070).The Omo-Gibe Basin's stands second with the volume of 25.17bcm (EEPCO, 2014:9-36). The gross hydropower potential of Ethiopia is estimated to be 650,000 GWh/ year (Semu Moges et al. in Worku & Helmut Kool, 2010:77). Or as Solomon indicates 15,300 to 30,000 MW (http://www.mediaethiopia.com, accessed 30 August 2015).

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There are around 300 hydropower potential sites identified for possible future hydropower generation over eight river basins (World Bank, (2006) in Worku Legesse & Helmut K., 2010). The total estimated technical power potential over the above rivers is 159,300 GWh/year. Out of the studied potential sites, 102 are large scale dams and the rest are medium and small (http:// /www.mediaethiopia. com, accessed 30 August 2015). Of all the basin's the Blue Nile is the biggest one with high potential for hydropower potentials. The basin has 132 studied hydropower sites and a total potential of 78, 828 GWh/year (Semu Moges, et al. in Worku & Helmut Kool, 2010). The Omo–Gibe Basin's hydropower potential also has been studied and 23 plant sites with the Technical hydropower potential of 35,560 GWh/year have been identified (Ibid.).The Omo-Gibe Integrated Master Plan study indicates that the hydropower potential of the basin reaches 5, 500MW (Associates and Richards,1996). Ethiopia's rivers drop from high geography to low geography and naturally created for power production with minimum cost. Despite the abundance, however, at present 90 percent of energy sources are traditional such as wood, dung and grain residues that are unfriendly to human health and environment (http://www.mediaethiopia.com, accessed 30 August 2015).

Henceforth, the incumbent government has come up with hydropower policy "to enhance efficient and sustainable development of the water resources and meet the national energy demand as well as cater for external markets to earn foreign exchange"(FDRE, MoFA, 2005). Thus, since 1960 eight hydropower projects were completed that generate 663.6 MW in late 2006 (Worku, et al., 2010). Besides, the Tekeze Dam (300 MW), Gibe I (184 MW), Gibe II (420 MW) are completed and have become operational. The construction of Gibe III (1,870MW) has been completed and a reservoir of 155 km long filling has started.

Gibe III is 243 meters tall with reservoir capacity to impound 14bcm. It has ten turbines and its installed capacity is 1870 MW (6, 400 GWh/year). Besides, the Renaissance dam (6,000 MW), Baro I&II (500 MW), Mandaya Dam (2000 MW), Karadobi Dam (1,600 MW) and Genji Dam (200 MW) are some of the hydropower infrastructures under rapid development and once the above and other unmentioned undertakings when completed the country's power supply will triple and Ethiopia can "export power internationally" (Associates& Richard W.,1996).

In that light Ethiopia has signed an agreements to trade virtual water with, Djibouti, Sudan and Kenya that are members of the Pool to export 200MW, 200MW and 400MW respectively (Zelalem, 2013). There are other many countries asked for purchase of power from Ethiopia. The transmission lines interconnecting Sudan, Djibouti and Ethiopia are completed and export of power has started to the above countries while transmission line connecting Ethiopia and Kenya is jointly under construction for 1070 km from Ethiopia to Kenya. When the construction is completed, Ethiopia will be connected to nine African countries without the need to construct any new grid. This is strategic ideal of integrating many countries and share benefit from continental natural resources through cooperation that will highly contribute to regional integration as well as continental.

Most eastern African countries are striving to minimize power poverty by aggressively harnessing their water resources and trading the surplus with Pool members through integrated transmission grids. The water resource poor members of the Pool buy power with minimum price that is win-win hydro-diplomacy attained through multilateral institution of cooperation: the EAPP. Achieving reliable and dependable power access is viewed as the first step to industrialization and change of living standards of poor populace of Africa.

4. THE EASTERN AFRICAN POWER POOL : HYDRO-DIPLOMACY

The concept of Pan-African power pooling is a recent phenomenon to the countries of the Eastern Africa. Bilateral hydro diplomacy of power trading had existed for time long in the region. Developing energy projects and integrating their power system through regional planning is a priority agenda for members of the community to create secured power supply for citizens. It was in light of that visionary strategy that the Eastern Africa Power Pool was conceived as an institution of hydro-diplomacy of power pooling.

The Eastern Africa Power Pool (EAPP) was established on the 24th of February 2005 with the signing of an Inter-Governmental Memorandum of Understanding (IU-MOU) by Energy Ministers of seven countries, viz.: Burundi, the Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda and Sudan. On the same day, the Inter-utility Memorandum of Understanding (IU-MOU) was signed by the Chief Executive Officers or Managing Directors that established the EAPP. In 2006 the 11th Summit of Heads of States and Governments of the Common Market for Eastern and Southern Africa (COMESA) held in Djibouti approved the establishing documents of the Pool and adopted the EAPP as its specialized institution to foster power system interconnectivity within the region. Thus, the IG-MOU, IU-MOU and the adoption by the Heads of States and Government laid a legal framework for the EAPP. Later on Tanzania, Libya and Uganda have joined the EAPP in 2010, 2011 and 2012 respectively.

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The EAPP is a multilateral intergovernmental institution of hydro-diplomacy that plays significant roles in coordinating the virtual water trading in the region. Diplomacy in general "is the art of negotiating agreements in precise and rectifiable forms" (Nicolson, 1950:101). Berridge (2002:1) further contends that diplomacy is a "political activity and well-resourced and skillful, a major ingredient of power…. its purpose is to enable states to secure the objectives of their foreign policies without resort to force, propaganda or law" (Ellipsis mine).

Hydro-diplomacy in specific is a negotiated manner of handling water politics in trans-boundary water basins over which hydropower dams are built for virtual water trading. It is a manner of coordinating, managing, and developing the affairs of water and the sharing of benefits among the members in the spirit of win-win diplomacy, employing the give and take principles and cooperative approach in the spirit of Pan-Africanism. Yacob Arsano (2015:122) further augments that "Hydro-diplomacy is an essential aspect of hydro-politics" and "it is about skilful interactions and processes exercised between riparian states over the use, management, protection and conservation of shared water resources." Hydro-diplomacy is not only limited to virtual hydroelectric trading but must include the joint management of riparian resources for sustainable usage including the protection ecological safety.

The creation of EAPP is an important step to foster member countries harness their resource potentials, regionally pool their excess outputs to share benefits and promote continental integration in line with the lofty objective the AU. All members of the pool do not have abundant water resources to produce hydroelectricity neither to satisfy domestic demand nor export to gain foreign currency. Many members of the Pool are water scarce to produce power which is critically important for domestic consumption or foreign export while countries such as DRC, and Ethiopia have abundant potential to generate excess power to export hydropower to member countries while others are supposed to import cheap hydropower of Pan-Africanism (Hamad, 2010). Therefore, nurturing of the available hydropower potential and cross-boundary trade has equitable benefit to countries in the region through coordinated efforts of the EAPP.

Power pooling is a framework for centralizing energy resources and promoting power exchanges between utilities in a given geographic area based on an integrated master plan and pre-established rules. It has multidimensional advantages to the communities of the region that are:

- to secure reliable power supply through regional market;
- to promote mutual assistance in case of power failure in their respective power system;
- to provide social, economic and environmental benefits since hydro is clean;
- to reduce capital and operating costs through improved generation, transmission expansion and coordination among power utilities;
- to optimize generation of power with large units;
- to improve power system reliability with reserve sharing;
- to improve investment climate avoiding power shortage risks; and
- to build trust, gradually clean grudges, minimize idiosyncrasy of hatred and strengthen cooperative relationships

The members of the pool do not have equal resource potential. Some are rich in hydropower while others are rich in other power resources. Development of hydropower resources and building of cross-border transmission lines helps mixing of other power sources with the main hydro-grid that has immense benefits. All member countries are weak to finance mega projects and luck technical strength to construct long distance running transmission lines if they don't pool their sovereignties and cooperate to hit power poverty on its head. When the Eastern African countries are fully integrated they will save 33 billion USD annually (EU, 2007).

The EAPP is a voluntary association established on mutual consent to trade virtual water energy between the members. As observed at the extraordinary conference; the EAPP served as an additional platform to discuss hydro-political differences between the members of the region. The Pool's great endeavor is to integrate the region through power trade as a pathway to regional and continental integration. However, the road is not as smooth as one ideally thinks. It is similar to a traditional maxim that goes "a person who caught the tail of a tiger never releases". A person who has the tail of a tiger in hands shall never release. The only option for him/her is killing or dying.

The founders of the pool are now caught in the tail of the tiger in cooperation and fight in unison against water poverty despite their several differences. Lebbi Changllah, the former Executive Secretary of the EAPP after he

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assumed the post said that his immediate duty was to fast track the ongoing bilateral inter-connection projects, urge members to put aside political differences and target on technical issues to achieve objectives of the EAPP (Mikias, 2015, emphasis added).

5. THE CLIMATE VARIABILITY AND THE EAPP

Climate variability is one of the dynamics that impact water resources in East Africa. There is "nexus of water resources and climate change in Africa" (UNECA, 2011). Climate variability causes significant impacts on the availability of waters for all forms life and their needs. Availability of water is a prior condition for the development of infrastructures to produce power to satisfy human needs. Turton (NY) further notes that "water and associated ecosystems" are "key components of sustainable development." Jagerskog & Zeitoun(2009) further elaborate "In recent years, there have been growing concerns globally regarding the uncertainties over climate future and , in particular the impact of a changing climate on water….in transboundary river basins, existing risks are likely to be intensified by climate change"(Ellipsis mine).

Climatic change is one of the causes of water scarcity. Africa is endowed with abundant water resources. However, major African rivers are reducing in their volume and even some of the African rivers are steadily drying due to climate changes. Antano Fernandes was the first European to reach the Omo River in South Ethiopia in 1613. He recorded that the Omo River had "more water than the Nile" (Tellez, 2010). But today the Omo River stands the second to Abbay in water volume and on steady reduction. This is due to high deforestation in the upstream of the basin that also resulted in the drying of some of the tributaries of the Omo River (Butzer, 1971). Tefera (2007) has also accounted that "the country's [Ethiopia] forests were estimated to cover 40 % of the country's surface in the 1940s, but they now cover less than 3%".

The increased frequency of unusual rainfalls and destructive floodings and severe droughts that cause the drying up of lakes, rivers, and ponds are the consequence of climatic changes. Many lakes in Africa have dried because of climatic factors. Lake Manyara in Tanzania and Lake Haramaya in Ethiopia have dried because of climate and additional interrelated factors. Thus, alleviating the problem "requires dam construction" (Associates & Richard, 1996). Therefore, countries work on water storage infrastructures that can capture water and falling water directly interconnected with climate. Dam can entreat water if at all there is falling water that creates running water. Therefore, the first step of the Pool be understand the dam-climatic linkage. It is known that the pool members are many times attacked by cyclical droughts due to climate variability. Hence, the Poll as it fosters the members harness their water resources to generate power; it has to encourage for coordinated, planned and integrated management river basins climate.

The African Water Vision 2005 believes that the eastern African countries are endowed with substantial water resources and advocates for a doubling of the current hydropower supply by 25 percent (UNECA, 2001). Though this is a pretty lofty will it is equally important to increase by 25% the development of forests and pursuit of an integrated water resource management (IWRM) programs to effectively and sustainably nurture the water resources of the region under the changing climatic environment.

It is important to know the trade-offs and synergies between human interest to nurture nature and natural ecosystem. The dialectical unity between the hydropower production and preservation of nature must first be maintained. Otherwise what we claim constructed today will not sustain for long. In that light Fredrik Engels several years back in highly meticulous way wrote that "Let us not, however, flatter ourselves overmuch on account of human victories over nature. For each such victory nature takes its revenge on us….thus at every step we…belong to nature, and exist in its midst, and that all our mastery of it consists in the fact that we have the advantage over all other creatures of being able to learn its laws and apply them correctly"(Engels, 1934).

Therefore, our lofty plan to develop fast, to generate excess power to satisfy domestic needs as well as export the excess and grab foreign exchange to climb to the ladder of highest economic development can be achievable only if the falling waters fill the reservoirs and fill the river banks that all in all depend on natural climate. To live in peace with nature the only way is "to learn its laws and apply them correctly". Most of the time this learning is neglected by policy makers, dam designers and developmentalists like an "*eagerly ox sending its tongue to pick a green grass grown top-down of a cliff, standing at the marginal edge and itself drowning to fall down the cliff*" as the Ethiopian traditional say goes.

5. **CHALLENGES AND OPPORTUNITIES FOR THE EAPP**

The EAPP is ten years old institution encouraging the member countries harness their available resources, pool their excess power through integrated transmission grids in the region. Many member countries are being interconnected through long transmission line highways power grids. What has been achieved is minimal in contrast to what yet has not been achieved. The "tail" is in the hands; however, the remaining road is bumping.

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The basic challenge of the pool is politics. Sadoff and Grey in Swain (2004) contest that politics will govern whether the result is cooperation or conflict. If there is a political will of all members; pooling of power through integration cannot be hindrance. Politics is power to decide who gets "what, why, when, where and how". How much political power is vested to the EAPP by its makers? This is a fundamental question that is intertwined with state sovereignty. The EAPP is voluntarily established association with minus sovereignty. Sovereignty as many argue is indivisible as well as states like not to share part of it to any. It is due to this fact that all regional and international intergovernmental organizations are feeble in their functions. How much do the members of the pool politically trust and are confident of each other? This is detrimentally important for the robustness or footlessness of the institutions and this was observed during the 9th Conference recently.

Political instability and its spillover effect between some of the Pool members is a great common challenge to sustainability of power supply. The existence of different radical groups, opposition movements, terrorists etc. are sources of vulnerability to the security of hydropower stations and transmission lines. Some of the members had long stayed historical grudges of territorial claims, politicization of ethnic issues, hydropolitics, overlapping membership are some of the issues that are unaudited and settled when one stands at present and looks through the twilight of the long tunnel in the future.

Private investment involvement in power generation sector in Africa in general and in particular in EAPP region is very weak. In the whole Africa in 11 countries there are 23 independent power producers involved from medium to large power production process (EU,2007). There are various reasons for the dwarfing of the involvement and this is an important issue that requires the attention of the EAPP to work strongly in fostering member countries to create enabling policy conditions to attract private investors as well.

All pool members are not equally endowed with physical water resources. The DRC is the "water tower" while others do not possess equal amount. Those with abundant resources will benefit by exporting excess power to deficit neighbors that is equated to equitably benefiting from the regional resources. Though rich in physical abundance in hydropower resources the water available countries lack technical and economic capabilities to develop their energy sources or upgrade their outdated power facilities to increase their generation capacity since it is costy. Looking for foreign funds is tiresome; and knotted with political conditionalties of traditional "donors" as far as the basin is transboundary.

The major rivers of the EAPP countries are transboundary and create complex riparian relationships. Dinar (2002) notes that "International river basins create a complex network of environmental, economic, political and security interconnectedness between its riparian states." The unilateral development of transboundary rivers in the absence of an agreed cross-border

water regime is tagged with controversies and as to the existing experience riparians are reluctant to establish a legal regime that relatively limits state sovereignty. Thus, harnessing of shared water for power production and trading of power is hydropolitics. Hydropolitics is a systematic study of who gets what, why, when, where and how from the shared resources. Therefore, one riparian always is anxious of what another riparian is doing with the shared water and what and how much it benefits from the unilateral development. Therefore, the pooling of power from the shared waters for the benefit of the pool members is knitted with riparian rights to water and other multifarious issues of environmental, climatic, economic, legal and institutional interdependencies between the pool countries making the missions of the Pool even more intricate.

Challenges and opportunities always coexist. The East Africa region has no shortage of water resources to harness for the production of electricity and pool through interconnected lines and thereby boost regional power trade that is a primary opportunity endowed by nature to the region. The financial, technical and other challenges confronting the opportunities can be overcome through strengthening of the institution since once it had come into existence. Institutionalization of dispersed hydro-political consciousness into one center is an important opportunity that yoked the members to develop cooperative vision, move forward and steadily negotiate on their differences. Nonetheless, the pool cannot be panacea for all the ills of the members but is an important forum for the utilities ministers to negotiate on their respective national interests.

The pool countries are aware of the financial and technical constraints they have to nurture the available water resources. Any pool countries with immense hydropower potentials are vigilantly dedicated to mobilize domestic resources through employment of fund raising such as usage of infrastructure bonds, voluntary contributions, central bank reserves and pension funds. The people are the major force of development when mobilized in an organized way and convinced as an active development participant rather than silent benefit seeker.

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The EAPP has to build close relations with other sisterly regional power pools and give and take experiences. Furthermore, there are numerous power pools the entire world. Close relationship with similar institutions and learning from their experiences is useful. Working closely and strongly with partners that have backed the Pool up to now and coming up with tangible result is by itself a witness that will bring addition sources of resource to the pool. There is no alternative pathway for EAPP countries other than continuing in the direction they are now moving not to release the "tail" and if they do the consequence is immediate and unequivocal.

6. CONCLUSION

The Eastern Africa region face immense challenges of ensuring secured energy supply, for rapid economic growth while meeting environmental obligation such as reducing carbon emission. Hydropower potential availability is the golden opportunity to address the prevailing challenges to the countries of the Pool. It is the cheapest renewable resource and environmentally friendly means to bring light to their urban and rural people first, energize the region's industry, expand investment and assure sustainable and reliability power supply against the ever increasing demand for energy.

The EAPP is a Pan-African institution of lofty objective to integrate the region through hydro-development with cheap cost, export of virtual hydropower through integrated transboundary grids and avail reliable supply to the peoples of the region with least price. It promotes mutuality of members on one another and cooperation that will steadily lead to trust building, more and more integration of the region as well the continent through ambassadorship of water. Water is peaceful substance and the EAPP's struggle to integrate the region through integrated transmission lines to resolve the power poverty of the regions requires the political vigilance, tolerance, transparency and cooperation of all its members as response to globalization. Otherwise, what Kwame Nkrumah had long before said that "Africa must unite, or disintegrate individually" is also the cry of the present either to unite or falls apart and individually become a prey in an increasingly interdependent and integrating world.

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PERCEPTIONS OF MASCULINITY AMONG UNDERGRADUATE STUDENTS IN ETHIOPIA

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ABSTRACT
The purpose of this study was to examine the perceptions of masculinity among university students. Data were collected from students in Addis Ababa, Wollega and Addis Ababa Science and Technology universities. A total of 21 students (7 from each university) aged 18-25 years were sample data sources. Thematic Analysis approach was used to analyze the data collected through in-depth individual interviews. Qualitative data analysis revealed that several core concepts were embedded in the meanings of masculinity, including a display of risky behaviors, bravery, self-reliance, controlling females, inexpressiveness, recording some achievements in life, etc. From this one can easily understand that the meanings ascribed to 'being a man' pointed out above reflected that most participants of the present study, particularly young men endorsed traditional/hegemonic masculinity depicted in the literature. Most literatures reveal that higher levels of traditional masculinity are associated with greater risky health behaviors; hence, it is important to indicate the direction to reduce this barrier. To this end, university educators should provide services that facilitate the expression of all ranges of masculinities, so as to help construct healthy masculinities to enable university men to behave according to their role preferences beyond the pressure of acting in accordance with normative expectations.

Keywords: Masculinity, Perceptions, Social construction, Undergraduate students

INTRODUCTION
Recently, increased attention has been given to the study of masculinity and what it means to be a man in a society. This is perhaps due to developments in feminist theorizing about gender and the feminist movement (Jeftha, 2006). Historically, masculinity had been seen in essentialist and normative terms. This means, the way men behaved was always seen as a natural male behavior and thus, viewed not requiring any exploration. In relation to this, Hadebe (2010) explained that the popular ideology implying gender as a natural consequence of male and female biology denies the opportunity to explore structures such as culture, economy, politics, education and technology in their relationship to masculinity or femininity. Currently, however, the socially constructed nature of gender, both femininity and masculinity, is widely recognized (Hadebe, 2010).

Morrell (1998) suggested that special attention needs to be given to the study of masculine ideology (the beliefs about what men are like and how they should act) to assist us in understanding how young men construct their masculinity. Tied into this are the specific gender roles ascribed to men. Morrell revealed that traditionally appropriate gender roles for men in most societies include primary breadwinner, head of the household, and the holder of leadership roles not only in their families but also in their communities. These roles are paralleled to stereotypical 'real men' masculine identity that can be described as having certain personality traits, such as strength, independence, achievement, hard work, heterosexuality, toughness, aggression, unemotional, physicality, competitiveness and forcefulness (Courtenay, 2000).

In terms of their typical activities or behaviors what 'real men' in most societies are expected to do include earning money, initiating sex, solving problems, getting the job done, taking control, taking action, enjoying masculine activities (such as sports, drinking), taking physical risks, and supporting their families financially; while what they are prohibited from doing include crying, expressing feelings other than anger, performing women's work (e.g., washing dishes), backing from confrontation and getting emotionally closer to other men (Weedon, 1987).

Likewise, although studies conducted on masculinity in Ethiopia are scarce, from the existing literature one can easily understand that most cultural practices foster traditional masculinity, as young men were encouraged to construct their gender identity in opposition to femininity and expected to be aggressive, brave, competitive, dominant, self-reliant, and willing to take risks, which are typical traits that signify traditional/hegemonic masculinity. For example, the Oromo proverb "With a woman's rule, the gate remains unopened the whole day" depicts the ideology of male chauvinism in the household (Jeylan, 2005). Sumner (1995) also noted that proverbs in the society encourage men to maintain their masculinity by avoiding practices that connote inferiority. For example, the Oromo proverb "Farting once is masculine and farting repeatedly is feminine" serve this function. Furthermore, men are not only inculcated with masculine ideals, they are also encouraged to exercise those ideals in heroic deeds. For example, the Oromo proverb "A male person is dead from his birth" inculcates fearlessness as a masculine self-fulfillment. According to this proverb, whether it is for good or for trivial cause, a male person should not fear death.

Among the local studies, Levine's (1966) work on 'masculinity in Amhara culture' is another important investigation in masculinity studies in Ethiopia. He defines the concept of masculinity in Amhara context as "wand-nat". "Wand-nat" connotes the ability to make physical hardship, to live for a long time in the wilds, and to walk all day long with no food. According to Levine (1966), the Amhara ideal of masculinity has reference primarily to aggressive capacity. He noted that the ideal of masculinity is typically projected at the expense of, and defined in opposition to femininity. On the contrary, Mulat (2005) found out that the masculinity attributes of Awuramba male adolescents have been constructed from thoughts, beliefs and practices of gender equality, egalitarian way of life, peaceful manner, and valuing physical strength for the sake of being capable of physical work. He indicated that these beliefs and practices of the male adolescents are reinforced and encouraged by the community members. On the other hand, the tendency of displaying socially unacceptable behaviors is punished and ridiculed by parents and adults of the community.

Moreover, in his study on 'notions of fatherhood among Ethiopian adolescents' Belay (2008) indicated that Ethiopian fathers play masculine acting (disciplining) roles: control, punish, and warn children with respect to wrong doing, command order and make children respect parental orders, provide assistance under extreme problem conditions, and show seriousness and strictness. Belay further revealed that fathers play the role of masculine gender socialization: encourage acts, teach skills, and develop interests in masculine gender appropriate roles, bravery, strength, power, success, wining, etc.

Today, Ethiopia is facing socio-cultural changes. These changes have affected daily life and values of people, particularly younger ones, by influencing their perception of gender roles, male-female interactions and risk-taking behaviors. These days, it becomes a common practice to see young men who are displaying an ambiguous gender appearance or displaying gender atypical behaviors, such as having odd hairstyles like "Shuruba" hair style, hanging a big cross and piercing ears. Young men are exhibiting such traits of being a man simply by copying from Westerners as shown by the media.

Science the majority of Ethiopian population is young and the number of students enrolled in higher education has increased during the last decade, young men are experiencing more intermingling with other cultures and life styles that affect their understanding of masculinity and gender roles. However, the research on masculinity issue is scarce in Ethiopia. There was no published data on the understanding of masculinity among young university students in Ethiopia prior to this research. In response to this knowledge gap, the present qualitative research aimed to explore the shared masculinity conceptualizations among university students.

MATERIALS AND METHODS

Study Site

This study was conducted in three higher learning institutions in Ethiopia-Addis Ababa, Wollega, and Addis Ababa Science and Technology universities. While Addis Ababa University and Addis Ababa Science and Technology University are located in Addis Ababa, Wollega University is located in the western part of Ethiopia around 312 kilometers from Addis Ababa. It is assumed that the population in Ethiopian universities is homogeneous. This means, all the universities receive students from all regions in the country. Thus, representative samples of university students enrolled in higher learning institutions in Ethiopia were believed to be obtained from these three universities.

Participants

Participants of the study were undergraduate university students in the age range between 18-25 years, enrolled in the higher learning institutions. Although the majority of masculinity and health-related researches focused on engaging only male participants, based on Koon's (2013) suggestions, stating that any individual can exhibit traditional masculine role norms, behaviors and attitudes, both male and female undergraduate university students were included in this study. Fictitious names were assigned for interview participants to maintain anonymity.

Sampling Technique

It is known that qualitative data are geared more towards explaining and clarifying issues and concepts, rather than for 'representativity' and 'generalizability' to a larger population. As a result, non-probability sampling technique, namely purposive sampling was used to target potential respondents for in-depth individual interviews. Thus, 21 interviewees (7 from each university) were selected purposively, for their ability to provide detail information.

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Data Gathering Instruments

In this study, in-depth individual interview which was guided by a semi-structured interview was used to collect data. As the researcher wished to collect personal accounts and experiences on perceptions of masculinity, in-depth individual interview was preferred to focus group discussions.

Data Analysis

In this study, Thematic Analysis (TA) (Wilkinson, 1998) approach involving three stages was used to analyze the data collected through in-depth individual interviews. In the first stage, verbatim transcription of the audio-recorded interviews was made in Amharic/Afan Oromo. The interview transcripts were then translated into English. Translated transcripts were read and re-read in order to generate explanations addressing the basic research questions. During the second stage, these were sorted into specific themes. The third stage is the systematic organization of the entire data and matching it with the relevant research questions. This allowed for an understanding of the extent to which the qualitative data generated information directly related to the primary aim of the study and provides clarifications for the key findings from quantitative analyses.

RESULTS

The findings of this study are presented under the core heading of “The Meanings of Being a Man” (below), which depicts gender-related beliefs and attitudes among the participants. In this section, the research findings are presented and supported with representative quotes from the interviews in detail.

The Meanings of Being a Man

This section presents qualitative results related to the university students’ views of masculinity, focusing on respondents’ definition and description of what it means to be a man. The researcher’s focus here is on how the young adults from various backgrounds, namely different ethnicities, religions, cultures, languages, and geographical locations define what ‘being a man’ means to them.

Interview participants generally have shown that being a man connotes a lot of meanings. For instance, some of them emphasize the importance of characteristics, such as independence/self-reliance to describe being a man. This means, someone is considered to be a real man only when he is doing things by his own and when he is self-reliant. In this regard, Lambebo explained:

Being a man for me is doing everything by one’s own. I’m considering myself as a man, when I’m able to do something by my own without seeking help from others and able to cover all my expenses. When my families assist me economically, they may require me just to live their dreams, I don’t want this. I want to fulfill everything and decide for myself. (personal communication, June 25, 2013)

He also viewed being a man in terms of exhibiting manly behaviors than feminine traits. To be a man, someone has to have certain qualities that are not commonly found in women; for example, being “inexpressive”.

For me, talkative man is not a real man. To be a man means to be “inexpressive”, to be aggressive, to involve in manly activities like different sports such as lifting weight, to be responsible to one’s immediate environment, for instance, to be a fire fighter.

The key elements of masculinity identified by the interview participants also include drinking, using drug, smoking, and having multiple sexual partners. Sixteen respondents out of the 21 reported that there are some university students who perceive involving in these risky practices as symbolizing masculinity and life in the campus. Particularly, young men are competitive in these domains, and rank their performances; the more they engage in these practices, the more highly they are regarded. Thus, most young men involved in these practices to be viewed as a ‘real man’ by their peers. In fact, there is peer pressure and most young men strive to conform to the norms of their peers. In relation to this view, Addis explained: “Some young men in this campus don’t want to be involved in risky practices; however, fearing that they can be discriminated and can be also labeled uncivilized, they are involving in risky activities”. (personal communication, June 25, 2013)

For others, a key feature that distinguishes someone as a man is how he handles himself in the face of adversity. Bravery is a highly appreciated masculine trait because it suggests that he should be able to face any challenges and defend oneself and one’s family. The following quotes serves to illustrate this description:

Culturally being a man is compared with a lion. It signifies courageousness, fearlessness and bravery. In our culture, there are different sayings which encourage men to be brave; for instance, in order that someone is not refraining from fighting there is sayings “are you not a guy”? (Gebre, personal communication, June 26, 2013)

Culturally, a ‘real man’ is the one who is known in his community with bravery and who is always standing in front of the rivals during fighting. In the past, a ‘real man’ is the one who killed a lion or buffalo and took ‘faacha’, meaning the hairy tail of an animal to evidence he has really killed a lion or buffalo. (Fenet, personal communication, May15, 2014)

Being a man is also viewed in terms of recording some achievements in life.

The boy is considered a man when achieving better results and reach highest position; for instance, becoming a well known football player. I was born and grown up in Awassa. There are best football players even playing for the national team who were from Awassa. For me, they are brave. Moreover, I consider those people who held a leadership position and doing fine jobs regardless of oppositions and pressures, as real men. (Lambebo, personal communication, June 25, 2013)

For me being a man is not only wearing pants, rather to be a man means to have a goal and to strive to achieve that goal. Being a man means to be self-supporting, to be educated, to be able to change oneself, one’s family and one’s society; it is after these that someone is considered as brave, clever, and treated as a man. But if you are always at home, if you are not struggling to change yourself, then you are considered “womanish”. (Gebre, personal communication, June 26, 2013)

For other participants being a man means to have a muscular body, which is a clear indicator of a manly appearance associated with the notions of strength and power. This is related to the perception of the body as signifying manhood, emphasizing it as a tool for control and dominance. Men are socialized to use the body to symbolize manhood. In this process, the practice of sport is considered vital. In this regard, Ilala said: “To me, a real man must be muscular, his body has to be muscular and he must be strong. He has to have body shape, like muscle, and he is supposed to involve in sports like football” (personal communication, April 21, 2014).

Being a man is also denoted by having a girl-friend and being able to sexually satisfy one’s own partner. The following remarks show this fact:

Sometimes a boy is considered to be a man when having sexual intercourse. Now a day, even a boy is considered as a real man when he is able to sexually satisfy his partner. Yet females evaluate whether someone is a real man or not in terms of his sexual potency. For instance, if you ask a female who is a real man for her, she may judge in terms of how much she is sexually satisfied by someone. (Gemechu, personal communication, June 26, 2013)

Ebsitu added: “As boys are getting older, whether they are able to support themselves or not; whether they reach better position or not, to be considered as men, they are expected to have girl-friends” (personal communication, June 25, 2013).

Some other participants reported that there is a close link between masculinity and work. That means working hard and thereby funding oneself /self-supporting is perceived as a measure of being a real man. Firomsa validates this fact saying: “Someone is considered as a real man only if he is doing his job very well and becomes self-supporting; if he is wondering here and there without a job, he is disregarded as a womanish” (personal communication, April 20, 2014). Mohamed also said:

Being a man is mostly expressed in terms of jobs. Men are doing many hard jobs. For instance, they travel longer distances in search of water for their camels. Taking water from the deeper ditches requires much energy; thus, a man who is carrying out such responsibility is a real man to me. (personal communication, April 20, 2014)

Moreover, other participants viewed being a man in terms of personal qualities, such as honesty, being intelligent, etc. For instance, Tola said: “A real man is someone who likes truth, who speaks truth, who is doing something true. For such behaviors like gossiping and whispering symbolize women’s characteristics, a man exhibiting such behaviors is considered as a ‘womanish’ not as a ‘real man’” (personal communication, May16, 2014). Konjit also perceived being a man in terms of who someone is in his thoughts and attitudes saying:

I perceive being a man in terms of his maturity in his thought. For me, it is not for someone is passing the whole night in bar houses being drinking that he is considered a real man; rather, I consider someone being a man when he is properly leading his family and when he is solving difficult problems. (personal communication, April 21, 2014)

Thirteen participants out of the 21 pointed out that some young men in the universities want to prove their masculinity by exhibiting gender inequitable behaviors. For those young men, being a man is equated with having power over females. Participants’ report revealed that females often encounter sexual abuse and

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harassment in universities by male students. Of course, the role of gender offices, established in the higher learning institutions to protect female students from such and other related problems is not underestimated, at least in minimizing the magnitude of the problems. Thus, for it is difficult to use force directly in the campus, some male students approach females especially those who are academically weak with the intention to help them. After that, they request females to do sexual favor in return to the academic support accorded. Generally, most interview participants' responses indicated that the existing power relationship between male and female university students is simply the reflection of what is being practiced in the society at large, i.e., the power relationship is more of traditional where young men's domination prevails. In this regard, the following quotes show that there is gender inequality between male and female university students:

Most of the time, males try to use force. For instance, some male students snatch female students' mobile phone or money when they get out from the campus. They are doing this to force females to have sexual intercourse with them. (Tolera, personal communication, May15, 2014)

There is no gender equality in our university; male domination is being observed. For instance, when we are nominating class representatives, the chance for females to be elected is very limited. This is because males are thought to be more confident to speak in public and more knowledgeable. On the other hand, some male students approach female students to help them academically. In return to the academic support they provide, they request females to have sex with them; to avoid being dismissed from the university or to graduate with good grade, some female students fulfill the request. (Fenet, personal communication, May15, 2014)

Most of the behaviors associated with being a man reported above reflected traditional masculinity ideologies. These characteristics of being a man revealed endorsement of hegemonic masculinity depicted in the literature. On the contrary, some of the participants viewed being a man in terms of endorsement of equitable gender norms. For instance, Hagos disclosed that he has a nontraditional view towards women: "To be a man for me is to respect women and to accept gender equality" (personal communication, June 26, 2013). Ebsitu also added: "I don't accept the view that men should always accomplish jobs outside home; because as long as human beings are equal, they should share all kinds of jobs equally" (personal communication, June 25, 2013).

Attainment of Manhood

The majority of the respondents (17 out of the 21) said that attainment of manhood is associated with attainment of a certain status. These include getting married, taking care of one's dependants and being the head of household. This means, manhood is tied to being independent, having a family and being a breadwinner for the family. In this regard, Azeb described: "A boy is said to have attained manhood when he starts working outside and generates income for his family" (personal communication, April 20, 2014).

Other participants reported that attaining manhood is denoted by the physical and sexual maturity being attained during puberty. The following quote from an interview with Konjit is evident that the attainment of manhood is viewed in terms of biological maturity than socio-cultural meanings:

I thought that attaining manhood is marked by sexual maturity, when young men are starting to establish friendships with girls. The society grants manhood status to young men thinking that they are ready to have sexual relations with their partners. (personal communication, April 21, 2014)

Merertu also said: "Boys are said to have attained manhood starting from puberty i.e. when they start to have physical strengths" (personal communication, April 21, 2014).

Yet, another participant described attainment of manhood in terms of rites of passages marking the transition from childhood to adulthood. Ujulu explained this reality saying: "When a person is getting matured, his front lower teeth are pulled out symbolizing he is a mature adult; moreover, young men leave family home and build their own houses signaling that they are ready to get married" (personal communication, April 21, 2014).

Reasons for Liking/ Disliking Being a Man

An often cited aspect of masculinity among most men is that of being different from women. Fifteen respondents out of the 21 reported that they dislike being a man when men are displaying gender atypical behaviors i.e. gender inappropriate dressing, hair style, etc. They criticized some of the young men in the campus for exhibiting such mannerisms of being a man, simply by copying from Westerners as shown by the media. They reported that young men who adopted Western mannerisms are often convinced what is portrayed by the media are faultless; even they don't know the meanings the Westerners ascribe to these mannerisms of being a man. The following quotes illustrate why the respondents dislike students who are displaying gender atypical behaviors:

I dislike being a man when men are behaving in gender-atypical ways; for instance, there are some young men in our campus who dress in trousers below their waist, having 'Shuruba' hair style and piercing their ear. In the past, 'Shuruba' hair style was a sign of bravery; while ear piercing was symbolizing killing a lion or a tiger, it could also signify getting victory over the enemy. (Gebre, personal communication, June 26, 2013)

I consider those men who share some traits of women as unmanly. For instance, I don't consider men who put their trousers below their waist, having odd hairstyles, hanging a big cross and piercing ear as real men. In the past, we know that ear piercing designates bravery; now days there is no such bravery i.e. there is no practice of killing animals. (Gemechu, personal communication, June 26, 2013)

Some female respondents (5 out of the 9) reported that they like 'being a man' for men are self-confident and physically strong, while they dislike being a man when men are harassing and abusing women. They reported that in the boy-friend and girl-friend relationships in the campus, a young man likes his peers more than his girl-friend. They establish romantic relationship with females only to be seen by their peers as a real man for having a girl-friend. Most female participants also criticize young men who are frequently changing their sexual partners and those who consider females as sexual objects. For instance, Addis explained why she likes/dislikes being a man saying:

I like to be a man for men are showing physical strength; for they have self-confidence. This means, they speak in the public with confidence, they also protect themselves and their family. I dislike being a man when men physically and sexually abuse women, thinking that women are powerless. (personal communication, June 25, 2013)

I like 'being a man', when men are disciplined not when they display 'mannish' behaviors. Particularly, I like those men, who have positive attitudes toward women i.e. those who consider a woman as if she were their mother, sister, and daughter. (Wube, personal communication, June 25, 2013)

On the other hand, some male respondents (6 out of the 13) described that they like to be a man for men are privileged and not affected by biological factors like menstruation and labor as evidenced by the following quotes:

When I consider women's labor and pregnancy, I'm happy for being a male; of course this could be a gift for women. The other thing that makes me surprised and makes me feel happy for being a male is the freedom I'm granted being a man. For instance, males can stand and pass their urine elsewhere; however, females can do this with great care and only after checking that there is no one around. (Gemechu, personal communication, June 26, 2013)

Lambebo also said: "I hate to be a woman because of the natural biological problems like menstruation and labor. Besides, some females feel dependent; for instance, they think that if they couldn't graduate, they can get married and use their husband's resources" (personal communication, June 26, 2013).

Yet, other participants evaluate their liking/disliking of being a man in terms of workloads assigned for men and women. For instance, Ujulu described this view saying:

I'm happy for being a man, I have an authority both in my family and in my community; I'm expected to have a wife, a child, and a home. But I dislike being a man for I'm shouldering all the responsibilities and for the entire family are dependent on me. (personal communication, April 20, 2014)

Tola also explained: "For men are doing works outside the home, they are taking rest during the night; however, women are working starting from early in the morning up to the time they are going to bed to sleep" (personal communication, May16, 2014).

Beliefs about Masculine Gender Roles

Gender roles are tied with the divide between men's work and women's work, i.e., the traditional gendered division of labor demonstrating the cultural rejection of gender equality. A strong cultural sentiment here is the belief that men are heads of the household, which amongst other things, meant that they go out to work, while women are expected to do household chores. This shows conformity to the traditional gender roles. The following quotes validate this reality:

There are many roles that are assigned for men in our culture. Manhood is tied to being independent, having a family and being in control of the family as head of the household; he is expected to lead the society. Females

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are given lower positions; they are expected to do household chores. (Gemechu, personal communication, June 26, 2013)

In the family a man has to get employed and has to control the family as a head of the household, while a woman is expected to accomplish all the activities at the home. Men guide the family and also discipline children. A woman's role is to receive and to put into action the orders; otherwise, she is not allowed to be equal to her partner when it comes to household decision-making. (Lambebo, personal communication, June 25, 2013)

Fifteen respondents out of the 21 reported that doing chores around the house is seen as a woman's domain and men were viewed as responsible only for doing the manly jobs. A woman is not encouraged to go out of home; she is expected to stay at home and carries out household chores. Men are viewed as responsible only for doing hard jobs that may require physical strength and fitness. Their report further revealed that most men feel pressured to act masculine; it seems that there is a pervasive fear among males that the worst possible insult is to be labeled womanish. This is because society has taught them that male is superior and to act female is, consequently, inferior. The subsequent quotes explain these traditional role divisions between men and women:

In my culture, there are roles that are assigned to men and women. For instance, a man is expected to be a breadwinner and the head of the household, but he is not expected to do chores around the house like cooking and feeding the family, washing clothes, cleaning, etc. It is only a woman who is expected to carry out such activities. A man who is performing roles assigned to a woman is considered as weak or sissy. He is ridiculed or he is discriminated; he is also laughed at. (Addis, personal communication, June 25, 2013)

A man is considered a real man if he engages in manly activities, like plowing, making house and fence, going to forest and killing wild animals for food; a man not carrying out such activities is said to have a womanish character, and thus not regarded as a real man. (Ujulu, personal communication, April 20, 2014)

Men are expected to carry out jobs that require physical strengths, for instance, chopping wood, plowing, etc, while women are expected to involve in cooking, cleaning, shopping, and washing clothes. There is a belief that men are responsible for jobs outside of the home. Men are also expected to assume leadership; even it is only when men assume leadership positions that the society expects something better will be done. (Ebsitu, personal communication, June 25, 2013)

Regarding the need to live up to the socially expected roles of being a man, most interview participants (18 out of the 21) elucidated that failure to conform to the cultural expectation of being a man leads men to be discriminated, to be labeled unmanly or useless. Unless they conform to the socially expected roles of being a man they are also unable to become a role model for others. On the contrary, they reported that meeting the requirements of the socially expected roles of being a man helps men to win acceptance and respect from others. In this regard, Addis reported: "When men live up to the socially expected roles of being a man, above all they win acceptance; they are respected" (personal communication, June 25, 2013).

Being unable to live up to societal expectations may put men under pressure. Men are considered to be real men when they are drinking, sexually satisfying their partner, controlling their family, and punishing/beating their wife; failure to conform to these roles means to be viewed as unmanly. (Gemechu, personal communication, June 26, 2013)

If a man failed to live up to the societal expectation, then he is discredited; thus, he is not considered as a real man. Unless someone is able to live up to societal expectation, he can't be even a good role model for others. So, the disadvantage is failure to become a role model, while the advantage is by placing oneself in a better position and then becoming a good role model for others. (Gebre, personal communication, June 26, 2013)

If a man is unable to conform to the cultural norms of being a man, he loses his reputation. For instance, if a man is always doing household chores rather than doing manly jobs, the society may label him sissy. He may not even get friends i.e. he can be discriminated. (Ebsitu, personal communication, June 25, 2013)

DISCUSSION

The specific purpose of this study was to provide new information regarding the meanings ascribed to masculinity among university students. Thus, the results of the present study are discussed in detail in line with this specific objective hereunder.

The present study attempted to explore the various meanings ascribed to masculinity among undergraduate university students; consequently, several core concepts arose that reflected the meanings of masculinity among the study participants. This is in line with the social constructionist perspective of masculinities, which

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recognizes the existence of multiple masculinities and emphasizes the influence of social contexts in shaping these meanings. In this regard, Fazli Khalaf et al. (2013) found out that socio-cultural factors, such as family environment, religion, public media and popular life style patterns help to shape and reinforce the meanings of masculinities among university men. In this study, most young adults associated 'being a man' with involving in risky practices (such as smoking, using substance, drinking, and having multiple sexual partners), fearlessness, courageousness, bravery, and recording some achievements in life. This is similar to the finding by Odimegwu, Okemgbo, and Pallikadavath (2005), who reported that both young and adult men associated masculinity with having many sexual partners, non use of condoms during sexual act, hard work, rationality, power and authority, aggressive, and tough. In the same way, recent studies of masculinity and social behavior implied that involving in risky health behaviors may be an important resource in the social construction of a masculine identity (Connell, 1995; Courtenay, 2000).

'Being a man' is also perceived as exhibiting manly behaviors not feminine traits; for instance, being inexpressive. This is supporting Rakgoasi's (2010) finding, which revealed that an often cited aspect of masculinity among most men is that of being different from women. To be a man, someone has to possess certain attributes that are commonly perceived to be missing in women; one such attribute is inexpressiveness, which basically means that to be a man one should not be too quick to disclose his concerns to other people. Other participants further expressed their views of 'being a man' in terms of independence/self-reliance. These participants expressed desires to be their own men. This is in line with a study by Barrett (2001), who reported that men are demonstrating an alternative way of being a man by expressing their individuality and autonomy from social forces.

On the other hand, most interview participants reported that some young men in the university want to prove their masculinity by exhibiting gender inequitable behaviors; i.e. 'being a man' for such young men is equated with controlling females. Similar to Tesfaye's (2006) report, this study revealed that the existing power relationship between male and female university students is simply the reflection of what is being practiced in the society at large i.e. the power relationship is more of traditional, evidencing males' domination over females.

In this study, most interview participants perceived attainment of manhood in terms of achievement of a certain status, rather than biologically attaining a certain age. These include being independent, having a family and being a breadwinner for one's family. This is in line with the finding by Rakgoasi (2010), who reported that manhood as a social construct is attained by economic independence, marriage and childbearing; caring for and being in control of the family and being a responsible and respected member of the society. This finding is also similar to Barker and Ricardo's (2005) report, which revealed that a primary mandate of achieving manhood in Africa is the achievement of some level of financial independence, employment or income and subsequently starting a family.

Most of the respondents of the present study reported that they dislike being a man when men are displaying gender atypical behaviors, such as having odd hairstyles like "Shuruba" hair style, hanging a big cross and piercing ears. They criticized those young men in the campus who are exhibiting such traits of being a man simply by copying from Westerners as shown by the media. This is in line with Simiyu's (2007) finding, which revealed that walking the streets of Kenyan towns, it becomes a common practice to see young men who are displaying an ambiguous gender appearance or portraying feminine characteristics. She explained that this is due to peer influence, electronic and media influence, urbanization and women empowerment.

Consistent with most previous research findings, interview participants of the present study identified a range of socially ascribed and socially expected roles that men assume, such as the expectation that male is the head of the household (i.e. he makes important decisions), doing jobs requiring physical strengths (for instance, chopping wood, plowing, etc.) and disciplining children (Simiyu, 2007); that he should be responsible and responsive to the needs of his family (Hammond & Mattis, 2005); and that he is the breadwinner (Epprecht, 1998; Pyke, 1996). This finding is also consistent with the traditionally appropriate gender roles for men in most societies identified by Morrell (1998), which includes primary breadwinner, head of the household, and the holder of leadership roles not only in their families but also in their communities. Interview participants also reported that failure to live up to socially expected roles of being a man leads men to be discriminated, to be labeled unmanly or useless, to be unable to become a role model. This is in line with Odimegwu, Okemgbo, and Pallikadavath's (2005) finding, which pointed out that failure of a man to demonstrate proof of manhood reverberates in shame, ridicule and street jokes.

Generally, the meanings ascribed to 'being a man' discussed above reflected that most participants of the present study, particularly young men endorsed traditional/hegemonic masculinity depicted in the literature. For instance, Courtenay (2000) explained that traditionally 'real men' masculine identity is denoted by having certain personality traits, such as strength, independence, achievement, hard work, heterosexuality, toughness, aggression, unemotional/ inexpressiveness, physicality, competitiveness and forcefulness.

CONCLUSIONS

The present study attempted to provide new information regarding the meanings ascribed to masculinities among undergraduate university students in Ethiopia. Accordingly, the study reveals that the university context provides a particular culture that constructs and reinforces the meanings of masculinity among young university students. Several core concepts were embedded in the meanings of masculinity, including a display of risky behaviors, bravery, self-reliance, controlling females, inexpressiveness, recording some achievements in life, etc. From this one can easily understand that the meanings ascribed to 'being a man' pointed out above reflected that most participants of the present study, particularly young men endorsed traditional/hegemonic masculinity depicted in the literature.

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